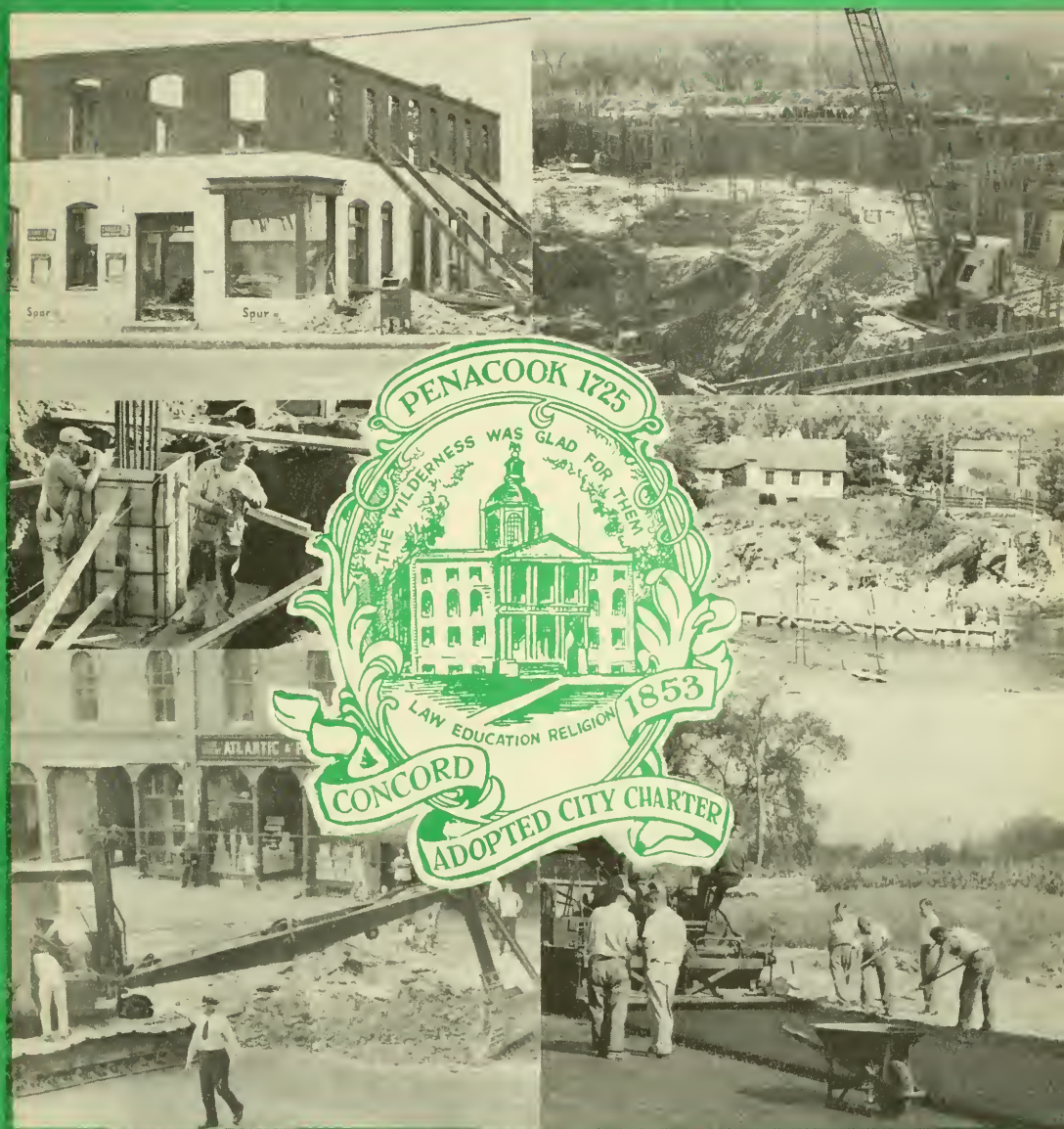


A YEAR OF CIVIC IMPROVEMENT



CONCORD, NEW HAMPSHIRE ANNUAL REPORT - 1953



NEW HAMPSHIRE TRAILS

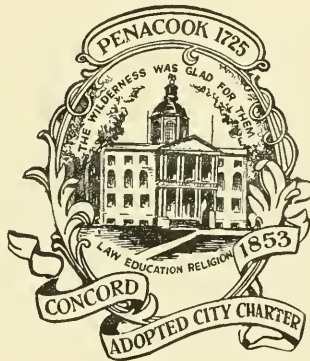
The mountains call the river
and the river seeks the sea,
And granite hills forever
call in whispered tones to me.
The lakes are flashing jewels
that reflect the sunlit sky;
The wild birds love the birches
where the wood-winds pause to sigh;
Through the pale green leaves of springtime,
the hermit thrushes sing,
And golden-throated orioles
their songs to heaven fling.
The splendor of the wilderness
still lives for him who walks
With Nature's God, and learns to read
the romance of the rocks.

Go forth and shout in autumn
O ye balsam-scented gales,
O peaks that burn with beauty
on the great New Hampshire trails;
Of trees that wear their crimson
like a coat-of-arms of old;
Of trees that dress in garments
trimmed with rose and green and gold
The Old Man of the Mountain stands
with weather-beaten face,
While far beneath, the fairy ferns
are gowned in creamy lace.
The splendor of the wilderness
still lives for him who walks
With Nature's God, and learns to read
the romance of the rocks.

Zuella Sterlin

A
PROGRESS REPORT
OF
NEW HAMPSHIRE'S
"CAPITAL CITY"
GOVERNMENT

For The
Year Ending December 31, 1953



A YEAR
OF CIVIC IMPROVEMENT

YOUR CITY OFFICIALS - 1953

CITY COUNCIL

Shelby O. Walker, Mayor
Howe Anderson, Mayor Pro-tem

Councilmen-at-Large

Howe Anderson
Wayne Gardner
Leigh S. Hall

Herbert Rainie
William A. Stevens
Shelby O. Walker

Ward Councilmen

James P. Ferrin	Ward 1	Conrad Robinson	Ward 5
Harlan F. Johnson	Ward 2	Clarence L. Clark	Ward 6
Charles C. Hoagland	Ward 3	Milton J. Barnes	Ward 7
Louis G. K. Clarner	Ward 4	Edwin R. Langevin	Ward 8

Thomas B. Jennings, Ward 9

CITY ADMINISTRATION

Office of the City Manager Woodbury Brackett, City Manager
Airport Department Woodbury Brackett, City Manager
Assessing Department C. Fred Moulton, Assessor
Sidney Dach, Assessor
John J. Hallinan, Assessor
City Hall Department Arthur E. Roby, City Clerk
Civil Defense Department Lawrence Riis, Sr., Civil Defense Dir.
Engineering Department Wesley E. Haynes, City Engineer
Ellsworth B. Philbrick, Engineering Inspector
J. Sheperd Norris, Sealer of Weights and Measures
Finance Department Archie N. Gourley, City Auditor
Amos B. Morrison, City Collector
Wallace W. Jones, City Treasurer
Fire Department Clarence H. Green, Fire Chief
Henry E. Drew, Deputy Fire Chief
Duncan M. Murdoch, 2nd Deputy Fire Chief
Joseph F. Greenough, Jr., 2nd Deputy Fire Chief
Health Department Pierre A. Boucher, M.D., City Physician
Austin B. Presby, Sanitary Inspector
Legal Department Gordon M. Tiffany, City Solicitor
Library Department Siri M. Andrews, Librarian
Personnel Department Woodbury Brackett, City Manager
Planning Department Gustaf H. Lehtinen, Planning Director
Police Department Arthur W. McIsaac, Police Chief
J. Edward Silva, Deputy Police Chief
Public Works Department W. E. Haynes, Supt. of Public Works
Edward L. Howland, Cemetery Superintendent
William H. Murphy, Sewer Superintendent
Purchasing Department Woodbury Brackett, City Manager
Records Department Arthur E. Roby, City Clerk
Recreation & Parks Dept...Donald F. Sinn, Recreation & Parks Dir.

4 " " City of Concord

Water Department G. Arthur Faneuf, Water Superintendent
Welfare Department Gertrude E. Watkins, Welfare Director
Charles P. Coakley, Overseer of Poor, Ward I

MUNICIPAL COURT

Judiciary Donald G. Matson, Judge
Peter J. King, Special Judge
C. Murray Sawyer, Clerk of Court & Probation Officer

MUNICIPAL BOARDS

Board of Building Appeal

Eugene F. Magenau, Chairman
Carrol Garland
William Johns
Arnold Perretton

Board of Health

Pierre A. Boucher, M. D.
Thomas M. Dudley, M. D.
William D. Penhale, M. D.

Library Board

Mayland H. Morse, Jr., Chairman
Joseph J. Comi
Otis Kingsbury
Harold MacNeil
Mrs. Eugene Magenau
Mrs. Paul Shaw
Willis D. Thompson, Jr.
Mrs. Frederic Upton
Timothy Woodman

Recreation Advisory Council

Robert O. Blood, M. D., Chairman
Mrs. Homer Lawrence, Vice-Chair.
Roland E. Allen
Pierre A. Boucher, M. D.
Mrs. Lewellyn Boutwell
Edson F. Eastman
Clarence E. Huggins
Mrs. Harlan F. Johnson
Mrs. Winslow E. Melvin
Mrs. Maurice W. Mullen
Peter J. Murphy
Samuel S. Richmond
Walter B. Sweet
Sulo J. Tani
Mrs. Alfred W. Tovey

City Planning Board

Dudley W. Orr, Chairman
Woodbury Brackett
Charles C. Davie
Gardner G. Emmons
Douglas Everett
Warren H. Greene
Wesley E. Haynes
A. Clifford Hudson
John B. Jameson

Board of Plumbing Examiners

Arthur W. Sargent, Chairman
George E. Young
Ellsworth B. Philbrick

Trustees of Trust Funds

Robert M. Beyer
Wallace W. Jones
Leon Merrill

Zoning Board of Adjustment

Lawrence J. Moynihan, Chairman
Frederick Hall
Raymond V. Lapointe
Donald G. Matson
Frank J. Preston

Board of Revision of Assessments

Archie Gourley, Chairman
Wesley E. Haynes
Allan N. Leavitt
Lawrence J. Riis, Sr.
Gordon M. Tiffany

Personnel Advisory Board

Douglas B. Whiting, Chairman
William H. Macurda
J. Mitchell Ahern



City of Concord New Hampshire

WOODBURY BRACKETT
CITY MANAGER

To the Honorable City Council
and Citizens of Concord:

Good government thrives best in a climate of knowledge and understanding of the objectives and accomplishments of your local government. This 1953 report represents a sincere effort to bring to your attention briefly and clearly the more important happenings of the year.

The year 1953 was one of progress and many municipal improvements. Concord celebrated its centennial with the initiation of many projects that will contribute to the health and convenience of the citizens.

Concord has set a high standard of public service and it is most satisfying to note that officials from cities in other countries as well as in our own come here to study Concord's systems and organization.

This report was printed on the City's own duplicating equipment at a substantial saving over the cost of previous annual reports.

Continuing citizen support, a cooperative City Council, and the faithful efforts of city employees contribute to make Concord a better city to live in.

Sincerely,

Woodbury Brackett
Woodbury Brackett
City Manager

CITY COUNCIL

MEMBERSHIP:

Councilmen-at-Large....6
Ward Councilmen.....9

EXPENDED. \$3,000

As the policy making body of your city government, the City Council meets regularly to adopt city ordinances and resolutions, discuss city problems, and see that the City Manager conducts the affairs of the City in the best interests of the citizens.

The City Council met in twelve regular sessions and eight special meetings during 1953. As a result of Council deliberations 19 ordinances and 73 resolutions were passed. In addition, four finance committee meetings were held and 19 hearings were conducted.

Important matters considered by the City Council in 1953 were as follows:

* By a vote of 8-5 approved the opening of Long Pond for ice cutting ;

* Approved two water main extensions on Black Hill and on Abbott Road in Concord Manor;

* Passed the largest bond issue in the City's history -- a loan of \$700,000;

* Granted a sum of \$35,000 to Concord Hospital to help it meet its deficit;

* By a vote of 8-7 rejected the reopening of Long Pond for St. Paul's School boating;

* Rejected a proposal to borrow \$200,000 to construct a parking lot at the Low Avenue site by a tie vote of 7-7;

* Purchased the Beaver Meadow Golf Course property from the Concord Electric Company for \$5,000.

Mayor Walker officially opened North State Street parking lot on September 14th.



CITY CLERK

PERSONNEL:

Full-time2
Part-time.....1

EXPENDED\$9,582.98

The City Clerk serves as secretary to the City Council; custodian of documents; chief of elections; supervisor of City Hall, the municipal auditorium, and the ward houses; and handler of city licenses. In each of these capacities, his duties are varied and numerous.

Various Kinds of Licenses Issued

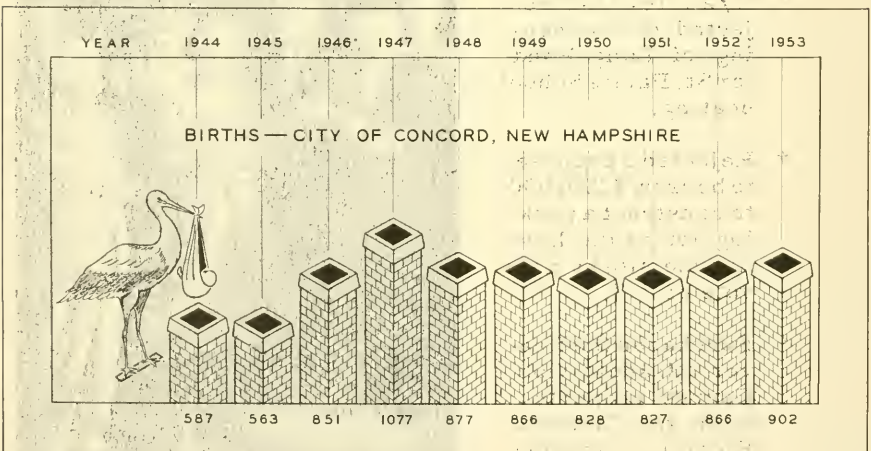
During the year, the City Clerk's Office issued eight types of licenses, including marriage, theatre, dog, taxicab, ball alley, music machine, pool table and bowling, and boxing licenses.

Marriages, Deaths, and Births Show Increase Over Prior Year

Dan Cupid was quite active and accurate with his bow and arrow during 1953, scoring a total of 357 bullseyes. This was an increase of 30 marriages over the previous year. Likewise deaths showed an increase over the same period of one year ago; 643 were recorded as compared to 623 in 1952. The legendary stork, on the other hand, did his best to counteract the death rate by blessing many Concord homes during the year. A total of 902 visits were made by him, the highest number of births since 1947.

Municipal Election Helped Make 1953 an Exciting Year

In accordance with the provisions of the City Charter, the city election was held on November 3rd. There were seven filings for Councilman-at-Large and 20 for Ward Councilman. Howe Anderson, Wendall F. Grant and Charles C. Davie were elected Councilmen-at-Large for a term of four years, and the following Ward Councilmen were elected for two year terms: Ward One, James P. Ferrin; Ward Two, Harlan F. Johnson; Ward Three,





Concord's government was studied by officials from Germany, shown being welcomed, in November.

William H. Hunneyman; Ward Four, John C. White; Ward Five, Conrad W. Robinson; Ward Six, James Ross; Ward Seven, William P. Gove; Ward Eight, Edwin R. Langevin; Ward Nine, Thomas B. Jennings.

Election expenses totaled \$4,108.88. This included the printing of ballots and check lists, salaries of election officials and custodial help, rent of buildings, and lunches for the election officials.

Certified Records and Mortgages Still Increasing

The demand for certified copies of records was again on the increase during the past year due to the continued demand to provide documents for the federal government, social security, old age retirement, and induction into the various branches of the armed forces.

The recording of chattel mortgages and conditional sales by the City Clerk continued to show a slight increase over the previous year. State law requires that all personal property purchased on time payments be recorded in the City Clerk's Office.

<u>Total Vote at the Municipal Election</u>	
<u>Ward</u>	<u>Ballots Cast</u>
1	543
2	215
3	264
4	940
5	614
6	597
7	1472
8	352
9	532
	<u>5529</u>



North State Street, before and after
the construction of the parking lot.

PLANNING DEPARTMENT

PERSONNEL:

Full-time.....2

EXPENDED.....\$9,843.92

The function of the Planning Department is to recommend action deemed advisable in the interest of the orderly development and growth of the City. It develops surveys, collects and analyzes data, and prepares reports and plans concerning land use, traffic control, subdivision regulation, economic base, and a wide variety of other matters of importance to the community.

Main Street Reconstruction Project the Result of Detailed Planning Studies

Various problems affecting the design of the Main Street reconstruction project were considered by the Department early in 1953. Detailed construction plans for this major highway improvement project were completed and approved by city, state, and federal authorities in June and work was started in mid-July. Nearly a year will be required to complete the reconstruction which will cost approximately \$700,000.

Support of New Hampshire Expressway Recommended

Plans for a central New Hampshire expressway running from the Massachusetts line south of Nashua to Concord were presented to the state legislature by the Commissioner of Public Works and Highways early in the year. The Planning Department recommended to the City Council that it actively support the expressway proposal in the interest of an orderly development of the City's major street plan.

Street Discontinuances Kept the Department Active

In keeping with the City's policy of discontinuing abandoned rural roads to relieve the City of any further responsibility for their maintenance, the Department recommended that 14 miles of street involving 16 roads be publicly closed. In each instance the Planning Director was the petitioner and, as such, served notice of hearing on all owners of property abutting on the highways to be discontinued.

Parking Lot Studies Consume Considerable Time

The Planning Board continued to devote considerable time and study to the off-street parking problem. During the year, amendments to the official map were recommended to the Council in connection with proposed parking lots on Low Avenue and on Freight Street. Plans were prepared fixing the arrangement of car spaces in the North State Street and Freight Street lots. A parking plan was prepared for the widened portion of Canal Street in Penacook in connection with the reconstruction of this street.

Water and Sewer Extensions Present a Serious Financial Problem

Petitions for a 2,000-foot extension of the municipal water system in Old Turnpike Road on Concord Plains, and a 615-foot extension of the sanitary sewer system in Auburn Street in the West End section of the City proper were considered. Recommendation of extension was made to the Council on condition that the owners of property abutting on the sections of street in which these facilities are constructed participate in the cost of such construction through the established special assessment financing procedure.

War Memorial Dedicated in 1953

On Armistice Day the City of Concord dedicated a granite memorial to its citizens who, as members of the Armed Forces, were killed during World War II and during the Korean strife. The memorial, which was erected on the Plaza area in front of the State House, is impressive both from the standpoint of size and simplicity of design. The Planning Department assisted the Mayor's War Memorial Committee in selecting the design of the memorial, collecting and checking the names of the war dead to be inscribed thereon, and supervising the erection of the monument.

Mayor Walker unveils the war memorial.



ASSESSING DEPARTMENT

PERSONNEL:

Full-time.....3
Part-time.....2

EXPENDED \$14,103.16

The Assessing Department is responsible for determining and recording the kind, value, and ownership of taxable property within Concord in order to spread the tax levy equitably among property owners. The Board of Assessors, consisting of two part-time and one full-time member, meets to keep appraisals up to date and to hear appeals of property owners concerning the values placed upon their properties. The Board heard 64 taxpayers during twelve regular and 39 special meetings in 1953. This was only 35 per cent of the number of taxpayers heard during the previous year, indicating the success of the newly installed assessing systems and records.

Property Tax Warrant of \$2,315,632.73 Submitted

County, city, and school tax warrants submitted to the collector in 1953 totaled \$2,315,632.73. The 1953 tax rate, based on \$1,000.00 of assessed valuations, was \$47.90 in the City and \$55.36 in Penacook as compared with 1952 tax rates of \$47.50 and \$52.53 respectively.

The 1953 assessed valuation of property in Concord totaled \$47,828,712.00, an increase of \$438,350.00 over the previous year. Poll and head tax warrants amounted to \$95,884.00.

File of Poll Taxpayers of Invaluable Aid

A master file of poll taxpayers, developed in 1952, was of invaluable assistance during the last year. Through referral to these modern records, it is possible to determine who is required, and who is exempted from paying a poll tax.

The annual poll tax census was completed by members of the Police Department during April.

Annual Meeting Held with State Officials

On several occasions the Board viewed various properties. In many cases a field check was made of the property concerned in the hearing by a member of the Board. On March 14th the Board of Assessors attended the annual meeting of the State Tax Commission, as required by state law, held at the State House. These meetings are held so that assessing authorities may receive instructions on the proper assessment of real estate, timber, and other property.

1970	NAME	Doc, James O.	PAGE	
1971	ADDRESS	1214 North Boulevard	PAGE	
1972	CITY	MOBILE, ALA.	MOBILE	MOBILE
1973	STATE	ALABAMA	MOBILE	MOBILE
1974	CITY	MOBILE, ALA.	MOBILE	MOBILE
1975	STATE	ALABAMA	MOBILE	MOBILE
1976	CITY	MOBILE, ALA.	MOBILE	MOBILE
1977	STATE	ALABAMA	MOBILE	MOBILE
1978	CITY	MOBILE, ALA.	MOBILE	MOBILE
1979	STATE	ALABAMA	MOBILE	MOBILE
1980	CITY	MOBILE, ALA.	MOBILE	MOBILE
1981	STATE	ALABAMA	MOBILE	MOBILE
1982	CITY	MOBILE, ALA.	MOBILE	MOBILE
1983	STATE	ALABAMA	MOBILE	MOBILE
1984	CITY	MOBILE, ALA.	MOBILE	MOBILE
1985	STATE	ALABAMA	MOBILE	MOBILE
1986	CITY	MOBILE, ALA.	MOBILE	MOBILE
1987	STATE	ALABAMA	MOBILE	MOBILE
1988	CITY	MOBILE, ALA.	MOBILE	MOBILE
1989	STATE	ALABAMA	MOBILE	MOBILE
1990	CITY	MOBILE, ALA.	MOBILE	MOBILE
1991	STATE	ALABAMA	MOBILE	MOBILE
1992	CITY	MOBILE, ALA.	MOBILE	MOBILE
1993	STATE	ALABAMA	MOBILE	MOBILE
1994	CITY	MOBILE, ALA.	MOBILE	MOBILE
1995	STATE	ALABAMA	MOBILE	MOBILE
1996	CITY	MOBILE, ALA.	MOBILE	MOBILE
1997	STATE	ALABAMA	MOBILE	MOBILE
1998	CITY	MOBILE, ALA.	MOBILE	MOBILE
1999	STATE	ALABAMA	MOBILE	MOBILE
2000	CITY	MOBILE, ALA.	MOBILE	MOBILE
2001	STATE	ALABAMA	MOBILE	MOBILE
2002	CITY	MOBILE, ALA.	MOBILE	MOBILE
2003	STATE	ALABAMA	MOBILE	MOBILE
2004	CITY	MOBILE, ALA.	MOBILE	MOBILE
2005	STATE	ALABAMA	MOBILE	MOBILE
2006	CITY	MOBILE, ALA.	MOBILE	MOBILE
2007	STATE	ALABAMA	MOBILE	MOBILE
2008	CITY	MOBILE, ALA.	MOBILE	MOBILE
2009	STATE	ALABAMA	MOBILE	MOBILE
2010	CITY	MOBILE, ALA.	MOBILE	MOBILE
2011	STATE	ALABAMA	MOBILE	MOBILE
2012	CITY	MOBILE, ALA.	MOBILE	MOBILE
2013	STATE	ALABAMA	MOBILE	MOBILE
2014	CITY	MOBILE, ALA.	MOBILE	MOBILE
2015	STATE	ALABAMA	MOBILE	MOBILE
2016	CITY	MOBILE, ALA.	MOBILE	MOBILE
2017	STATE	ALABAMA	MOBILE	MOBILE
2018	CITY	MOBILE, ALA.	MOBILE	MOBILE
2019	STATE	ALABAMA	MOBILE	MOBILE
2020	CITY	MOBILE, ALA.	MOBILE	MOBILE
2021	STATE	ALABAMA	MOBILE	MOBILE
2022	CITY	MOBILE, ALA.	MOBILE	MOBILE
2023	STATE	ALABAMA	MOBILE	MOBILE
2024	CITY	MOBILE, ALA.	MOBILE	MOBILE
2025	STATE	ALABAMA	MOBILE	MOBILE
2026	CITY	MOBILE, ALA.	MOBILE	MOBILE
2027	STATE	ALABAMA	MOBILE	MOBILE
2028	CITY	MOBILE, ALA.	MOBILE	MOBILE
2029	STATE	ALABAMA	MOBILE	MOBILE
2030	CITY	MOBILE, ALA.	MOBILE	MOBILE
2031	STATE	ALABAMA	MOBILE	MOBILE
2032	CITY	MOBILE, ALA.	MOBILE	MOBILE
2033	STATE	ALABAMA	MOBILE	MOBILE
2034	CITY	MOBILE, ALA.	MOBILE	MOBILE
2035	STATE	ALABAMA	MOBILE	MOBILE
2036	CITY	MOBILE, ALA.	MOBILE	MOBILE
2037	STATE	ALABAMA	MOBILE	MOBILE
2038	CITY	MOBILE, ALA.	MOBILE	MOBILE
2039	STATE	ALABAMA	MOBILE	MOBILE
2040	CITY	MOBILE, ALA.	MOBILE	MOBILE
2041	STATE	ALABAMA	MOBILE	MOBILE
2042	CITY	MOBILE, ALA.	MOBILE	MOBILE
2043	STATE	ALABAMA	MOBILE	MOBILE
2044	CITY	MOBILE, ALA.	MOBILE	MOBILE
2045	STATE	ALABAMA	MOBILE	MOBILE
2046	CITY	MOBILE, ALA.	MOBILE	MOBILE
2047	STATE	ALABAMA	MOBILE	MOBILE
2048	CITY	MOBILE, ALA.	MOBILE	MOBILE
2049	STATE	ALABAMA	MOBILE	MOBILE
2050	CITY	MOBILE, ALA.	MOBILE	MOBILE
2051	STATE	ALABAMA	MOBILE	MOBILE

FINANCE DEPARTMENT

PERSONNEL:

Full-time9

EXPENDED..... \$42,040.51

The Finance Department consists of the divisions of auditing, treasury, collection, and central duplicating and office supply stores; and performs the functions of accounting and budget control, auditing receipts and expenditures, financial reporting, debt arrangement, collecting and disbursing monies, custodian of all funds, and operating an office supply and duplicating service.

Major Accomplishments

During the year the following was accomplished:

Delinquent poll taxes outstanding were reduced from \$19,092 to \$8,299 and delinquent property taxes from \$273,206 to \$223,917.

*

The date of the collector's sale was advanced by four weeks.

*

The issuance of auto permits was speeded up by streamlining the operation.

*

Considerable savings were made in postage and time by combining head and poll tax bills and rolls.

*

A ten-year bond issue of \$200,000 for parking areas was sold at one and one-half per cent interest.

*

A twelve-year bond issue of \$700,000 for construction and purchase of new equipment was sold at two per cent interest.

*

Cash discounts amounting to \$2,372 were taken on bills.

*

A sum of \$666 was realized through the investment of temporarily idle funds.

*

A new offset machine was installed, making possible the processing of a greater variety and volume of forms and reports, including this Annual Report.

*

A year-end general fund budget surplus of \$51,200 was realized, comprising unexpended appropriations amounting to \$29,913 and revenues of \$21,287 in excess of budget estimates.

*

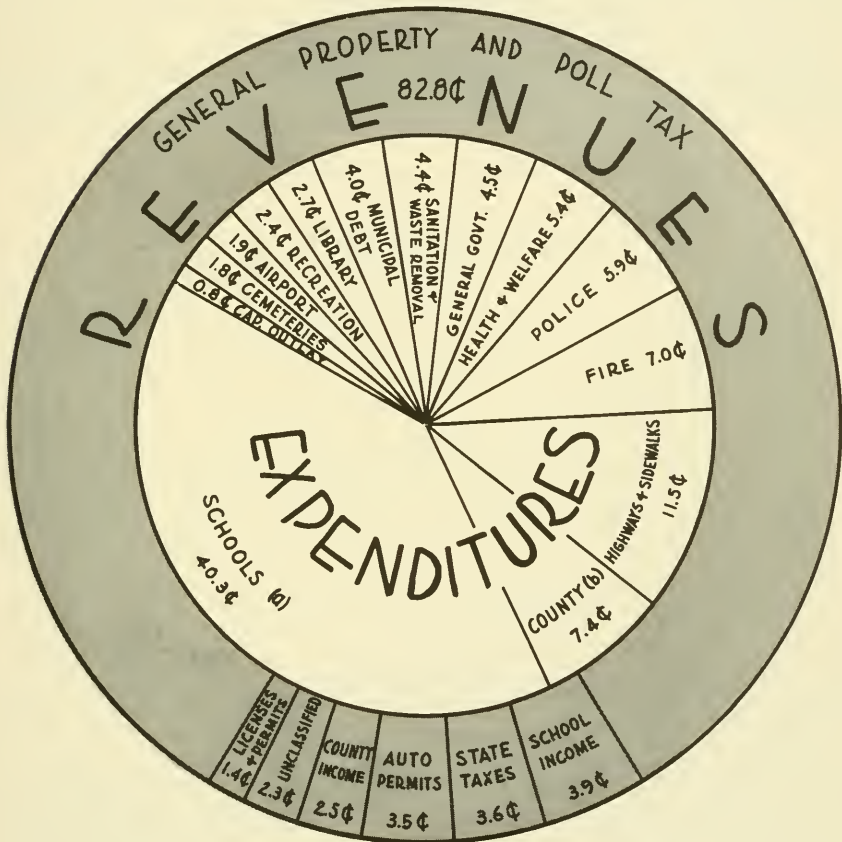
Auto Permit Revenue Still Increasing

Revenue from auto permits totaled \$95,603 in 1953, an increase of \$7,360 over the previous year. Pre-war (1941) revenue from this source was \$37,779 or only 40% of the present level. During the same period revenue from the interest and dividends tax has risen from \$49,840 to \$76,221, an increase of 53%, while the savings bank tax revenue has fallen from \$34,447 to \$14,401, a decrease of 58%. The railroad tax has decreased slightly from \$14,270 to \$12,905, a drop of 10%.

Debt Increased in 1953

Debt for municipal purposes increased during the year from \$373,000 to \$1,169,000. Of this increase, \$200,000 is payable from parking meter revenue and \$187,000 from state highway grants, leaving \$408,800 to be paid from local taxes. With the granting of state and federal highway funds, the City is securing over \$1,000,000 worth of construction and approximately \$170,000 worth of new equipment in return for the above-mentioned addition to future tax bills.

THE 1953 BUDGET *



* Does not include Parking Meter, Sanitary Sewer, or Water Funds which are completely self-supporting.

- a. Includes all school expenses (operating costs, debt, and capital outlay.)
- b. Includes all county expenses (operating costs, debt, and capital outlay.)



The Board of Health meets to protect your health.

HEALTH DEPARTMENT

PERSONNEL:

Full-time..... 4
Part-time..... 2

EXPENDED.....\$48,190.13

The aim of the Health Department is to keep the residents of Concord in good health by holding health clinics, inspecting establishments where food is handled or served, and taking every precaution possible to prevent the spread of disease.

Seven Health Clinics Held

A total of 494 children attended seven health clinics to receive protective treatment against diphtheria, whooping cough, tetanus, and small pox. These clinics were held in January, February, March, April, May, June, and December.

New Drugs of Great Help

One case of poliomyelitis and nine cases of infectious hepatitis were recorded in 1953. Doctors also reported cases of measles and mumps. New drugs have been of great help in combating scarlet fever and other infectious diseases.

Daily Average Consumption of Milk in Concord was 14,500 Quarts

To determine the quality and cleanliness of milk delivered by the dairyman to the milk plant, samples of milk were collected by the sanitary inspector directly from the cans of producers as the milk entered the weigh room. Other samples of milk and cream were collected periodically from distributors in the original capped bottles and subjected to a variety of laboratory tests

established by law to determine the quality of milk and cream sold.

During the year the daily total average consumption of milk in Concord was 14,500 quarts. Of this amount, 12,500 quarts or 88.9 per cent was sold as pasteurized milk, and 1,600 quarts or 11.1 per cent was sold as raw milk. The sale of pasteurized milk increased over the previous year, but the per cent of raw milk on the market increased. The total daily average sale of heavy cream was 344 quarts, slightly more than a year ago when 336 quarts were sold daily.

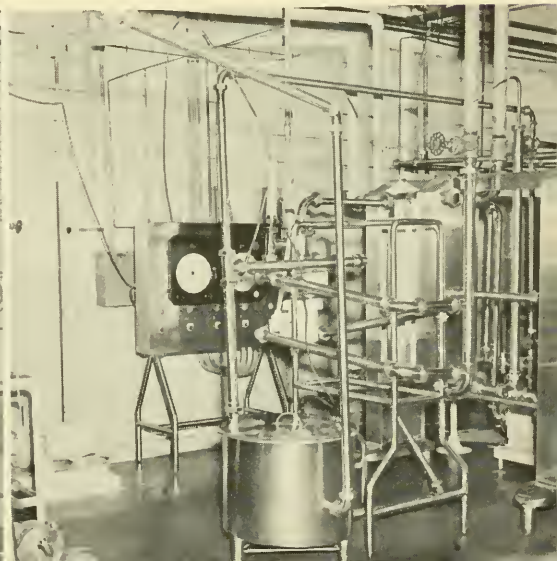
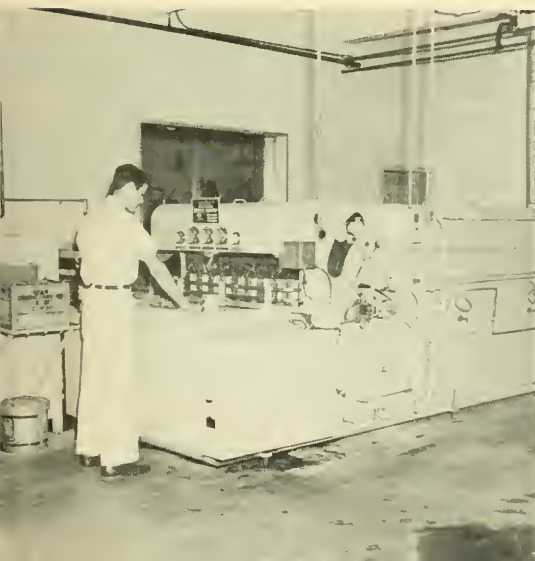
Great Decrease in Nuisance Complaints since 1952

During 1953 there were 49 nuisance complaints investigated, a 50 per cent decrease from 1952 when 97 complaints were received and investigated. The most common type of complaint was that of refuse scattered in alleys or dumped on private land near highways. Complaints were received by the Board of Health relative to owners of dwellings located within 100 feet of public sewers and not connected thereto, as required by state law. Three complaints were received of strong food odors entering apartments located in the vicinity of restaurants.

Eating Establishments Inspected 370 Times in 1953

It has been the duty of the sanitary inspector to see that unsanitary practices, poor protection of foods, and vending of foods of inferior quality are corrected and eliminated. A total of 370 inspections were made of eating establishments during 1953 to safeguard your food supply. In stores and markets, fresh fruits and vegetables, meats, and canned goods were inspected and condemned if they did not meet standards. During the year 165 pounds of meat, 149 cans of food-stuffs, and other foods were condemned and destroyed.

(Left) A bottle washer in one of Concord's most modern milk plants. (Right) This maze of pipes pasteurizes your milk.



LEGAL DEPARTMENT

PERSONNEL: EXPENDED.....\$3,185.26
Part-time.....1

The City Solicitor acts to aid the City in all legal matters. Since practically every action involving the City requires careful legal study and research, this Department is constantly working with resolutions, ordinances, contracts, and other transactions requiring sound legal attention.

Land for Parking Lots Acquired by Voluntary Deeds

During 1953 resolutions, options, and deeds were drafted for the acquisition of sites for parking lots on North State Street, Hall Street, Freight Street, and Low Avenue. In the first instance it was proposed to acquire these lands by condemnation proceedings as provided under the laws relating to parking areas and highways. As it turned out, however, all land has been acquired by voluntary deed.

Legal papers were drafted in connection with widening Main Street and acquiring property in the California Field area of Penacook.

Small Claims Procedure Used in Collecting Delinquent Poll and Head Taxes

During 1953 the City undertook the collection of delinquent poll and head taxes by using the small claims procedure established for the collection of small debts in the Municipal Court. From April through December a minimum of five cases per week were instituted, resulting in approximately 175 poll and head tax collections varying in amounts up to \$60 each. When the trustee process appeared more suitable than the small claims procedure, trustee writs were instituted in the Supreme Court.

Title was searched in connection with 193 parcels of land acquired by the City through tax sales, and notices of such sales were served on all mortgagees of the property. Five claims cases were argued before the Referee in Bankruptcy.

City Loses Hood Case

Although Hood v. Concord was competently argued by Special Counsel in the State Supreme Court, the City was unsuccessful in sustaining its position denying a license for the sale of milk. The Court, nevertheless, made several suggestions which will make it possible for the City Board of Health to carry on its inspections at minimum expense.

The City has been successfully represented in Walker v. Concord regarding the validity of a tax title.

Sale of Christmas Trees in Residential Areas Results in Suits

The sale of Christmas trees in residential areas has been enjoined by the Court in the cases of Concord v. McAllister and Concord v. Angwin. Appearance has been entered in the City's interest in Muldoon v. Concord, which involves an appeal from action taken by the Zoning Board of Adjustment.



Citizens through a public hearing discuss the merits and disadvantages of a Low Avenue parking lot.

MUNICIPAL AIRPORT

PERSONNEL:	EXPENDED.....\$9,223.47
Part-time	1

The Municipal Airport came into being in 1936 when the Concord Airport Corporation sold out to the City of Concord. Major airport improvements were made in the late 1930's when a modern administration building, two hangars, a radio range station, and three landing strips were constructed. Serviced by Northeast Airlines, direct flights are regularly scheduled to Boston, New York City, and Berlin and Laconia, New Hampshire.

Number of Passengers Outbound Increased in 1953

The total number of passengers enplaned in 1953 was 1,639, an increase of 105 over 1952. The number of pounds of mail handled by the airline was 3,892, express amounted to 2,794 pounds, and freight was 3,787 pounds. Totals for these three categories were 3,035, 3,067, and 6,902 respectively in 1952, showing an increase in mail service but a decrease in express and freight activity.

Physical Improvements Made at the Airport

During 1953 a new oil-burning heating plant was installed to replace the old coal stoker previously in use. The runway lights were rebuilt at a total cost of \$1,036, \$600 of which was borne by the State. With these improved lights, night conditions have been greatly improved.

The grassed area of the airport was maintained during 1953 by the State Aeronautics Commission using their own equipment.

Northeast Electronics Corporation Rented Space in Administration Building

Space in the basement of the administration building was rented out in 1953 to the Northeast Electronics Corporation, a company engaged in research activities. With the addition of this rental, every "nook and cranny" of the building is being used by one aviation group or another.

RECREATION & PARKS DEPARTMENT

PERSONNEL:

Full-time10
Part-time.....46

EXPENDED..... \$67,722.41

The Recreation and Parks Department functions to provide a comprehensive year-round recreation program and to maintain and improve all city parks, playgrounds, and recreation facilities. Operating under a reorganized Department and an increased budget in 1953, expanded and improved recreation services were provided, well-qualified leadership was furnished, and extensive repairs and renovations were made to facilities.

The Year 1953 a Constructive One in Recreation

During the year many capital improvements were made at the municipal parks and playgrounds. At Rolfe Park a multiple-use play area was constructed, the baseball outfield was rebuilt and seeded, and a five-foot fence was installed around the wading pool. Multiple-use play areas were also constructed at Garrison, Rollins, and White Parks providing facilities for tennis, basketball, volleyball, badminton, shuffleboard, dancing, roller skating, and other sports.

In addition, the recreation administration building at White Park was renovated to include facilities for an office, maintenance shop and tool storage room, recreation lounge, game room, general craft shop, pottery shop, and supply room. A new drinking fountain and ski-jump were also constructed at White Park. Improvements were made to the grandstand, turf, ball diamond, and parking area at Memorial Field. Repairs made at Beaver Meadow Golf Course included painting the locker rooms, renovating the front porch and repairing the roof of the club-house, and other improvements.

(Left) One of Concord's younger citizens learns to float.

(Right) Woodworking classes have proven popular among adults.



New Purchases Make Department One of Best-Equipped in State

During the year many units of modern equipment were purchased by the Department. These included two trucks with snow-plows, a gang mower, two rotary mowers, a power saw, a paint sprayer, and other units. With the addition of this equipment, the Department is able to provide more and better services to meet its aim of a comprehensive, year-round community recreation program.

Routine Affairs Keep Maintenance Division Busy

With increased manpower and new equipment, it was possible to assign groundsmen for daily maintenance to Rolfe, White, and Rollins Parks, Memorial Field, and Beaver Meadow Golf Course. A separate crew performed mowing operations and clean-up work in these areas and in six playgrounds and 20 roadside park areas. Six ball diamonds were conditioned and marked out for an estimated 480 games. Ice skating rinks required nightly spraying and regular clearing of snow and slush. The six tennis courts at Memorial Field were swept and rolled daily to provide facilities for tennis enthusiasts.

Many and Varied Activities Added in 1953

Among the activities supervised by the Department were softball, flytying, woodworking, tennis, archery, teenage dances, evening square dances, Nevers Band concerts, baseball and softball, a Halloween program, figure skating, skiing, hockey, oil painting, basket weaving, water color painting, block printing, textile stenciling, basketball, and football. This list is but a small indication of the work of the Department to prepare and administer a diversified program.

New Recreation Groups Organized in 1953

At the request of the Recreation Director, a Community Recreation Advisory Council of fifteen citizens was appointed to serve in an advisory capacity to the Recreation and Parks Department. Youth Activities Council members were selected by each high school to represent the interests of the youth of Concord in planning and conducting appropriate programs. All baseball and

(Left) Red, juicy, and tasty!!! (Right) Adult art class instructor teaches fundamentals of abstract painting.

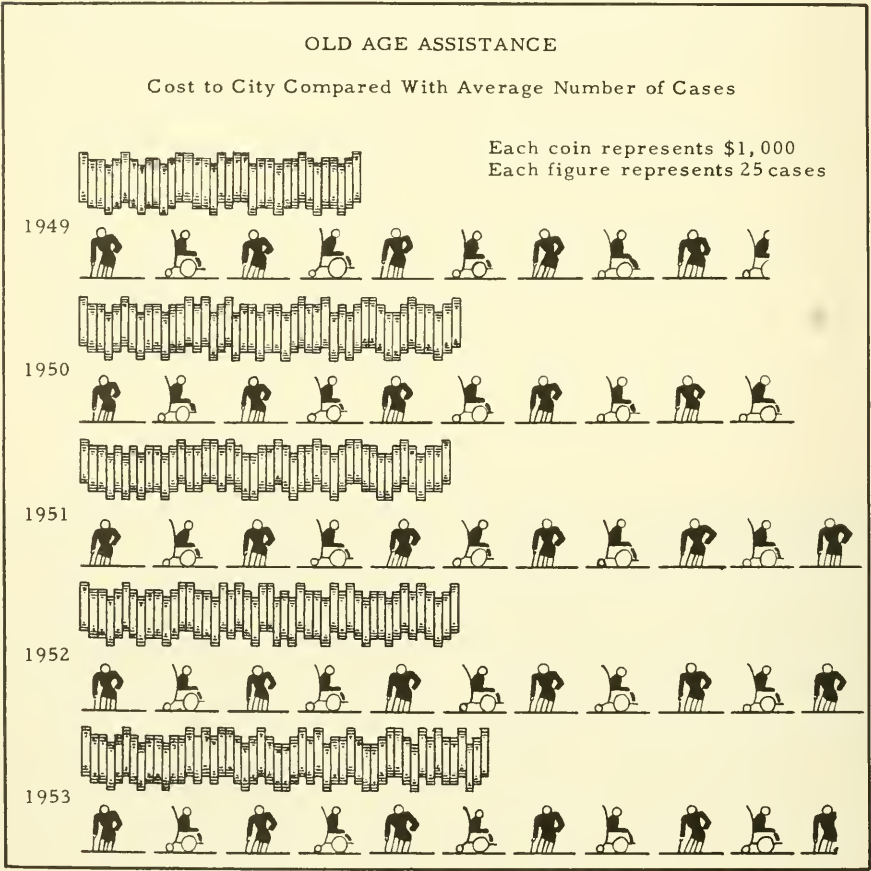


softball leagues and the high schools were invited to send representatives to form the Baseball-Softball Advisory Council.

With the assistance of the Department, the Penacook Neighborhood Advisory Council was formed to co-ordinate recreational and community activities in Penacook. Assistance was also given to reorganizing the Council of Youth-Serving Agencies. It is the purpose of this organization to create better understanding among agencies and to co-operate in youth work. The Sunset Club, an organization for people 60 years or older, and the Concord Trail Study Committee were also organized in 1953.

Playgrounds Attract Many Children

The nine playgrounds were open during the summer months under the supervision of a well-qualified staff of instructors and directors. Swimming activities included water games and races, and swimming instruction for beginners, intermediates, and junior and senior lifesavers. Baseball teams and tournaments in horseshoes, checkers, volleyball, and archery introduced zeal through competition. Arts and crafts classes included instruction in hobbies that may be useful in later life. The Recreation Revue, held at White Park with Nevers Band as accompaniment, attracted an estimated 1,000 spectators.



WELFARE DEPARTMENT

PERSONNEL:

Full-time2
Part-time1

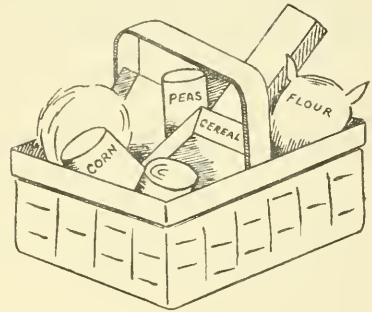
EXPENDED.....\$91,795.59

The basic responsibility of the Welfare Department is to provide relief for those individuals who cannot obtain financial assistance elsewhere. The programs administered by the Department include general relief, aid to dependent soldiers, board and care of adults and children, hospitalization and medical care, and old age assistance. Need is the basic criterion for eligibility for public assistance.

Relief Expenditures Showed Substantial Decrease in 1953

The year 1953 brought a sharp decrease in the number of families receiving financial assistance from the City, causing relief expenditures to be reduced considerably. This decrease can be attributed to the many employment opportunities created by the various construction projects carried on throughout the City.

The average number of cases during 1953 including Penacook totaled 50, representing 101 persons, compared with a case level of 61 during 1952, representing 123 persons.



A sum of \$3,300.00, or 3.6 per cent, of the Department's total expenditures for relief, was spent in providing food for needy persons during the year 1953.

Increased Medical Costs Cause Expenditures for Old Age Assistance to Rise

The cost of the old age assistance program continued to increase during 1953, although the average case load was 273, three less than 1952 and six less than 1951. The increased cost of this program can be mainly attributed to increased medical costs. In 1952 the City expended \$47,156 for old age assistance cases, and \$49,977 for the year 1953.

City Spends \$2,054.77 for Aid to Permanently and Totally Disabled

In 1952 a new program known as aid to the permanently and totally disabled (A.P.T.D.) was put into effect. Administered by the State Welfare Department, the City of Concord pays 35% of the total grant. When this program was first originated there were two cases receiving assistance and at the end of 1953 there were seven such cases. During the year 1953 the City spent \$2,054.77 on this program.

CIVIL DEFENSE

PERSONNEL: EXPENDED.....\$309.80
Part-time...206 (volunteers)

During 1953 Wilbert F. Cameron resigned as Civil Defense Director and was succeeded in July by Lawrence J. Riis, Sr. To carry on the important work of preparedness in the event of an enemy attack, a staff organization headed by the following citizens was founded:

Deputy Director.	Henry C. Newell
	*
Warning and Communication	
Unit.	Malcolm J. Edmunds
	*
Ground Observer Unit.	Carl M. Holmgren
	*
Refugee Unit.	Stanley F. Little
	*
Fire Fighting Unit.	Fire Chief, Clarence H. Green
	*
Police Unit.	Police Chief, Arthur W. McIsaac
	& Police Sgt., Daniel C. Abbott
	*
Warden Services Unit.	Col. James H. Johnston
	*
Engineering Unit.	Howard E. Raymond
	*
Transportation Unit.	Nile E. Faust
	*
Health and Sanitation Unit.	Dr. Thomas M. Dudley
	*
Medical Nursing and	
First Aid Unit.	Dr. Robert O. Blood
	*
Public Information Officer.	John D. Orr
	*

Much Planning and Organizing Done in 1953

The year 1953 was one of organization and planning in Civil Defense. A city-wide meeting was held with leaders of Concord women's organizations to explain the purposes and aims of Civil Defense. Numerous meetings were conducted to develop a Concord Civil Defense Plan, soon to be completed. Conferences with sound engineers pointed out the needs of a dependable alert system.

Recruits Needed for Civil Defense Program

An estimated 800 to 900 volunteers are needed to make the Civil Defense organization complete. At present there are about 250 to 275 citizens participating in the city-wide program. If you personally wish to do your share in preparing Concord in case of attack, please volunteer your services to the Civil Defense Director or any other official connected with the organization.



The State Civil Defense truck is ready for emergency use.

MUNICIPAL COURT

PERSONNEL:	EXPENDED.....\$5,668.09
Part-time	3

Regular sessions of the Municipal Court are held each week day beginning at 9:00 A. M. Criminal cases are heard first, followed by civil cases. During 1953 the Court considered a total of 6,766 cases, an increase of 32 per cent over the previous year when 5,113 cases were heard.

Felonies Increase 116% Over 1952

Of the more than 6,000 cases considered by the Court, 1,404 were misdemeanors, 327 small claims cases, 107 civil cases, and 4,863 traffic cases. During the previous year these totals were 1,102; 215; 105 and 3,661 respectively. There was an increase in the number of cases in all categories, and a notable increase in traffic cases. Sixty-five felonies occurred in 1953 compared with 30 such cases in 1952. Felonies are cases of such a serious nature that the Municipal Court has only initial jurisdiction, and include those cases where the sentence may be more than a year in prison or a fine greater than \$500. These were turned over to the Superior Court for final disposition.

Juvenile Cases Remain the Same

In 1953 the number of arraignments before the juvenile court was 38, an increase of only one in number over the year 1952. Of these arraignments, four involved thefts; two, property damage; six, breaking, entering, and larceny; five, sex offenses; twelve, malicious mischief; five, thefts of cars; three, setting fires; and one unruly child.



The book trailer made seven stops weekly in distributing books.

LIBRARY

PERSONNEL:	EXPENDED \$74, 130.21
Full-time 15	
Part-time 10	

One of the principal objectives of the Concord Public Library is to provide a well-rounded collection of books for children and adults--books that will entertain, inform, and challenge the mind.

New System of Charging Books Successful

Important changes made in the past year to simplify everyone's use of the Library was the charging of all, except new books, for four weeks instead of two, and the dropping of limitations on the number of books that may be borrowed. The first change has resulted in a lower circulation figure but one which is a better indication of the number of books borrowed than the earlier method of counting renewals as part of the circulation.

Another change was the closing of the West Concord Branch Library and the substitution of a book trailer stop in West Concord. The circulation per month at the book trailer was considerably higher than it had been at the branch and the registration increased by 50% at a lower cost than the maintenance of the branch. The books which had been idle on the branch shelves were absorbed by the Branch Division and put to wider use.

Badly Needed Repairs Made to Library

For the first time since it was opened in 1940, the Library

roof was repaired, the walls were weatherproofed, and the interior was painted. New lights and more powerful light bulbs have improved the evening lighting considerably.

62% of Concord Residents Are Book-Borrowers

During the year 1,411 new adult borrowers and 678 children were issued library cards. With the withdrawal of 2,095 inactive cards, there are now 17,390 active registrants; this comprises 62% of the population of Concord.

During 1953 there were 5,593 books added to the Library. Including children's books, the library collection now totals 64,713 volumes. The total number of periodicals regularly received is 128.

Library Sponsored 190 Meetings During the Year

The total attendance at all Library-sponsored meetings numbered 4,646 compared to 4,045 in 1952. These meetings included two American Heritage discussion groups, a World Affairs group, two Great Books groups, two series of classes for mothers of pre-school children, 38 weekly story hours, 25 film programs, and various other discussion groups.

Adults Read 44,822 Non-fiction Books in 1953

During the last year adults read:

44,822 Non-fiction

14,297 Periodicals

109,699 Fiction

168,818 Total

During the last year juveniles read:

15,045 Non-fiction

536 Periodicals

43,612 Fiction

59,193 Total

(Left) A familiar sight in the Young People's Room.

(Right) Four of the 15,494 adults and young people registered as borrowers.



POLICE DEPARTMENT

PERSONNEL:

Full-time43
Part-time 62

EXPENDED....\$165,713.19

The aim of the Police Department is to prevent crime and maintain peace and order, enforce laws and ordinances, and protect lives and property from malicious damage and injury. In summary, it does all that is possible to check the spread of crime and immorality and to promote public safety.

A Request for Police Assistance Was Answered Every Hour and Seven Minutes in 1953

During 1953 a total of 7,812 requests for police assistance were answered by the Department; this amounted to one request for every hour and seven minutes. A total of 2,841 complaints were investigated in 1953, compared to 1,934 investigations made in 1952.

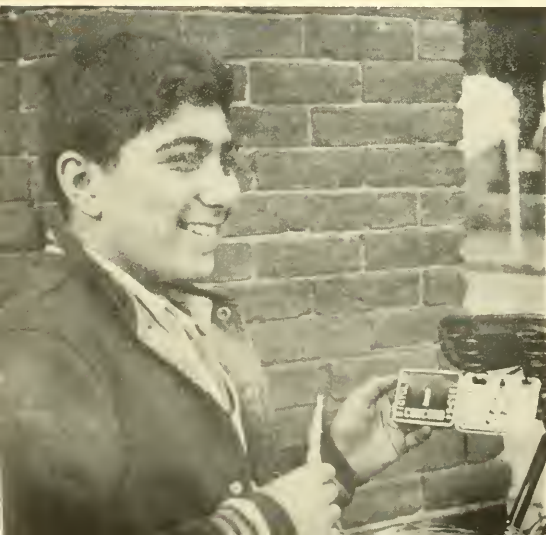
A major offense was reported every 3 1/3 days during the last year, or a total of 109 major crimes. This was an increase of 26.7% over the preceding year, when 86 major offenses were reported.

An Accident Occurred Every 20 1/2 Hours in 1953

A total of 424 vehicular accidents occurred in the City during the twelve month period. In terms of time, this meant that a mishap took place every 20 1/2 hours. This was a decrease of 60 accidents from 1952. As a result of these accidents, 116 people were injured as compared with 124 in 1952. However, two deaths were recorded, an increase of one over the preceding year. Your assistance is needed if this auto accident toll is to be decreased.

(Left) A well earned reward--license plate No. 1.

(Right) The Police and Fire Departments jointly sponsor scrap drives to aid worthy causes.



A Car Was Illegally Parked Every Hour and 48 Minutes During the Last Year

During 1953 parking tickets totaling 4,879 were issued, as compared to 3,851 given out in 1952. This meant that for every hour and 48 minutes of 1953 a car was illegally parked. Every police officer is charged with achieving the objective of law observance. He needs your co-operation to prevent violations of this kind.

An Ambulance Call Was Answered Every Seven Hours and 49 Minutes

Calls for the ambulance kept the Department busy in 1953. A total of 1,118 calls were made or, on the average, one every seven hours and 49 minutes. This was an increase of 142 requests for ambulance service during the previous year.

The Department Recovered 84.6% of All Property Stolen in Concord

During 1953 property amounting to \$30,535.64 was reported stolen. Of this, \$25,838.23, or 84.6%, of the stolen property was recovered. This is proof that the police are doing everything possible to restore your property to you.

Training Keeps Personnel Informed of Latest Developments

A nine-hour refresher course in first aid was held for all members of the Department during last year. This course also included instruction in the use of the resuscitator. During March a training school concerning police techniques was held for all the members of the Department. An FBI Agent provided firearms instructions during the month of May.

Concord's First Policewoman Hired

The year 1953 saw Concord's first Policewoman, and the first such officer in the State of New Hampshire, hired. Her duties are mainly confined to parking meter enforcement.

(Left) The ambulance receives a strip of night reflection tape. (Right) A portable ultra-violet black light was purchased in 1953 to uncover invisible evidence on paper, cloth, and other articles.





(Left) The Fire Department answers various calls for assistance--here it helps install an antenna on the roof of the Public Works garage. (Right) Fire fighters quickly bring a blaze under control.

FIRE DEPARTMENT

PERSONNEL:	EXPENDED... \$188,994.98
Full-time	45
Part-time.....	78

In order to safeguard life and property against loss or damage from fire, the City maintains four fire stations, one in the City proper and three in outlying wards and operates 17 trucks and two official cars. A new 750-gallon American La France pumper was purchased in 1953 and is scheduled for delivery in the immediate future.

Fire Losses the Second Lowest Since 1916.

In 1953 the Fire Department answered 703 alarms, of which 489 were fires within the City limits and ten fires outside the City; 96 were rescue or emergency calls; 96 were smoke scares and 12 were false alarms. The fire loss totaled approximately \$33,318.71, the second lowest since 1916. Two serious fires accounted for most of the loss, with both blazes occurring in rural areas. The lowest fire loss figure, recorded in 1916, amounted to \$19,626. In 1951 the total was \$21,777, the next lowest total.

Training Important in Fire Fighting

The training program conducted by the Department kept the personnel informed of the most modern fire fighting tactics.

Classes were held for the permanent force and drills were conducted during the summer months for both the permanent and call forces.

Fire Prevention an Essential Phase of the Work of the Department

Through fire inspections many fire hazards were eliminated. A total of 1,196 inspections were made during 1953 of hospitals, convalescent homes, churches, theatres, schools, establishments in the high value district, and other buildings. This program of fire prevention can only be possible with the continued co-operation of you, the citizens of Concord.

Fire Hose Adequate to Nearly Reach Penacook from the City Proper

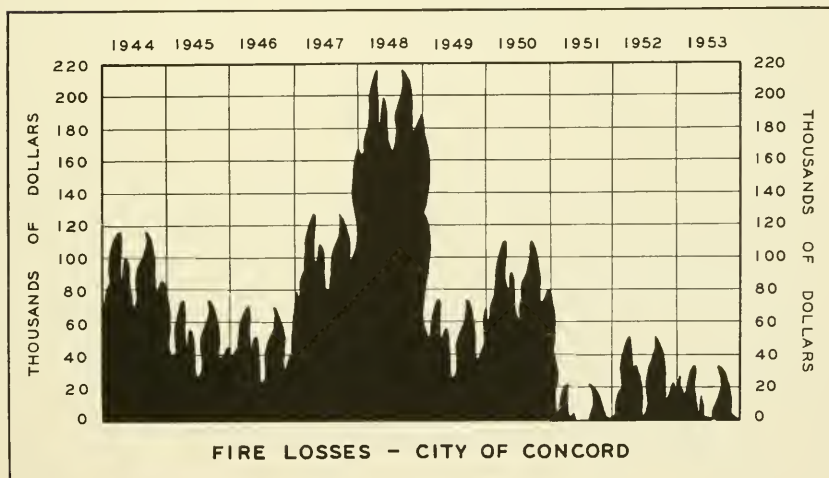
During 1953 all hose in the Department was tested. Lengths failing to pass the test were rejected and transferred to other departments not needing it for emergency use. The Department now has in service 17,500 feet of 2 1/2 inch hose, 2,850 feet of 1 1/2 inch hose, 2,250 feet of 3/4 inch booster hose, and 200 feet of 3 inch hose. If laid end to end, this hose would very nearly extend from the City Proper to Penacook!!!

Firemen Give Assistance to Worthy Causes

The Department personnel participated in the building of miniature fire trucks for underprivileged children at Christmas. This project is made possible through the co-operation of local merchants and businessmen who make donations of money and materials. Other worthy causes given assistance by the firemen included the March of Dimes annual paper drive and the Jimmy Fund scrap drive.

Fires by Classification

<u>Class</u>	<u>1952</u>	<u>1953</u>
Building	273	237
Grass and Brush	161	137
Auto Fires	89	115
Smoke Scares	48	96
Alarms Outside City	0	10
	<u>371</u>	<u>595</u>





(Left) Old wooden pipe dug up during the reconstruction of Main Street.
(Below) Timber cut at Long Pond is stacked and stored for later use.



WATER DEPARTMENT

PERSONNEL:

Full-time27

Part-time 6

EXPENDED \$172,813.93

The Water Department is responsible for the construction, operation, and maintenance of the water supply system of the City including the water shed area, the reservoir, four pumping stations, two elevated tanks, a stand pipe, 104 miles of mains, and 821 hydrants. In addition, the Department performs auxiliary functions such as reading water meters and preparing and distributing bills for water use and sewer rental.

Much Time Devoted to Main Street Reconstruction

Before the reconstruction of Main Street was begun, the Department checked 1,084 feet of main and recaulked 112 joints to prevent dig-ups of the new street surface because of leaks. When the actual excavation began, two employees of the Department were kept busy locating mains and service connections and digging test holes to prevent damage to the system. Even with these precautions, considerable damage was done as a result of the excavation, making necessary 44 repairs to service connections and 15 to the six, ten, and 16 inch mains. Due to a change in the grade of the new street surface, it was necessary to lower 930 feet of pipe.

(Right) Ice cutting operations were supervised by the Department during the winter months.

(Below) Work at Boudreau Square necessitated the laying of new mains.



3,657,438 Gallons of Water Consumed Daily

In 1953 a total of 1,334,965,000 gallons of water was consumed, or an average of 3,657,438 gallons daily. Of this, 64%, or 853,720,000 gallons, was pumped to the user and only 36% was delivered by the inexpensive gravity feed method. Even with a severe drought during the summer months, it was not necessary to curtail service as the level of Penacook Lake remained relatively high throughout.

Timber Cut at Penacook Lake

Timber was harvested from the area around Penacook Lake during the year, trucked to the saw mill, and sawed into lumber. This operation yielded 9,747 board feet of lumber which is used to meet the Department's needs.

The shore line and water shed of the Lake were patrolled regularly in 1953.

Hydrants Tested at Regular Intervals

During the winter months the 821 water hydrants were tested weekly to guard against freezing and to assure that they were in good working order. Throughout the year, eight hydrants were dug up and replaced, 13 were repaired, and two new ones were connected. A total of 432 water meters were repaired in 1953, 50 were replaced, and 62 new ones added.

City forces also laid 64 new service connections and relaid 134 existing ones.

PUBLIC WORKS & ENG. DEPARTMENT

PERSONNEL:

Full-time..... 90
Part-time..... 2

EXPENDED....\$537,804.53

The Public Works and Engineering Department performs such familiar services as constructing and repairing roads, bridges, and sidewalks; removing snow, and salting and sanding highways; planting, removing, and spraying trees; operating municipal cemeteries; constructing, repairing, and maintaining sanitary and storm sewers; collecting and disposing of refuse; designing, laying out, and mapping all municipal public works projects; inspecting new construction and weighing and measuring devices; and other functions.

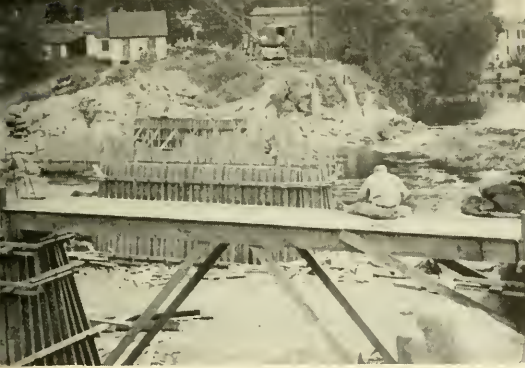
Civic Improvement Becomes a Reality in 1953

Numerous new construction projects were supervised by the Department during the year. The reconstruction of 9,000 lineal feet of Main Street by contract forces was begun in July and continued well into December, reaching a stage of approximately 70% completion. The reconstruction required extensive revisions to the existing sewers and the construction of a new storm water drainage system throughout. One feature of the project was the closing of Gulf St. and the re-establishment of this street to enter Water St. several hundred feet south of its former location.

The reconstruction of Main St. and East Canal St. in Penacook was begun by the contractor in June and essentially completed by winter. The approaches to the new bridge, beyond Crescent St., were graded and the construction of the new bridge, across the Contoocook River was readied for the erection of structural steel in the spring of 1954. The Penacook project also involved extensive repairs to sewers and the extension of sewers. A feature of this work was the channelizing of traffic and the

Workmen set granite curbs as City launches major sidewalk repair and construction program.





(Left) Early stage of construction of Penacook- Boscawen bridge over the Contoocook River. (Right) Public Works forces are always ready to repair damage such as this.

establishment of a controlled traffic pattern in Boudreau Square.

Construction and engineering costs of the State St. and Freight St. parking lots, providing metered parking for 208 cars, totaled \$108,737.

Thirteen-hundred lineal feet of reinforced concrete pipe storm sewer was constructed on Moreland Avenue, discharging into Turkey River. Contract cost of this work was \$7,600.

Through a program of sidewalk improvement, a total of 595 square yards of asphalt sidewalk was constructed by contract at a cost of \$1,307, half of which was borne by the abutters.

Construction with Town Road Aid Funds

Work on rural roads, using Town Road Aid Funds, provided by the State with the required financial participation by the City, progressed during the year. This work was accomplished with City forces and equipment, supplemented by some rental equipment as required. The total amount of highway completed under this program in 1953 was 1.94 miles at a cost of approximately \$21,000.

Engineering Surveys an Integral Part of Construction

A myriad of surveys were completed by the city engineers during the year. These included surveys in connection with possible storm water outlets, proposed sanitary sewer extensions, White Park wading pool reconstruction, improving South Main St. in Penacook, rebuilding a retaining wall on Hanover St., a revised street lighting plan along Main St., the installation of storm sewers and culverts, and others.

Routine Activities Performed by the Department

Routine activities carried on by the Department included the following:

* During the winter 30.4 inches of snow made necessary the plowing of 975 miles of roads and 150 miles of sidewalks. City forces scattered 197 tons of salt and 7,710 cubic yards of sand in combating hazardous traveling conditions.

* Cold patch material laid to repair roads totaled 1,700 tons.



Public Works equipment stands ready to meet winter storms.

* A total of 71,883 cubic yards of refuse was collected by refuse vehicles which traveled 38,108 miles. Boiling of all garbage used for hog-feeding was begun in October by the contractor.

* The number of cubic yards of gravel spread to improve unpaved roads amounted to 5,175.

* A total of 560 minor and 33 major repairs were made on trucks and equipment at the city garage.

* A sum of 285,000 gallons of asphalt and 86,000 gallons of tar were used in improving 54.8 miles of highways.

* Street and sidewalk patching took 275 tons of hot bituminous concrete.

* Street signs replaced numbered 98.

* A total of 336 interments were made in the several cemeteries of the City. Extensive repairs and improvements were made in the Old North Cemetery.

New Equipment Bought through a Bond Issue

New equipment received and placed in service during the year included a shop compressor, two pick-up trucks, seven dump trucks, three reconditioned dump truck bodies, two tractors, three sanders, a rotary broom, and an elevator for salt loading. Most of this equipment was financed through a bond issue.

SUMMARY OF HIGHWAY & SIDEWALK MAINTENANCE & CONSTRUCTION--1953*

	Miles of <u>Highways</u>	Sq. Yds. of <u>Sidewalks</u>
Maintained by City Forces	54.80	500
Reconstructed by TRA	1.94	...
New Construction55	...
Resurfaced by Contract	2.44	...
Constr., Reconstr., & Resurfaced by City Forces	1356
Constr. & Reconstr. by Contract	595
Constr. & Reconstr. by Contract (Incidental to Major Highway Projects)	2416
Total	59.73	4867

*Does not include any work either completed or in progress as a part of the Main St. project.

ZONING, BUILDING, PLUMBING

PERSONNEL: EXPENDED.....\$179.20
Part-time 1

The purpose of the zoning ordinance is to regulate the use of land and buildings, the height of buildings, and area requirements in order to promote health, safety, morals, and the general welfare of the community. The plumbing and building codes insure that the safety of life and property is promoted. It is the responsibility of a full-time engineering inspector to check new construction, alterations, and land use for conformation to the building, zoning, and plumbing codes.

Any person wishing to erect, alter, or move a structure must obtain a permit from the engineering inspector. In granting or denying a permit, the actions of the inspector are fixed quite specifically by law; if the ordinance allows the use for which the applicant is petitioning, the permit will be granted. However, if the ordinance does not allow that use, the inspector must deny the permit. Permits so denied may then be appealed by the applicant to the Zoning Board of Adjustment, a quasi-judicial body of five citizens.

Zoning Board of Adjustment Hears 31 Appeals

The Zoning Board of Adjustment conducted 13 hearings and considered 31 appeals from the decision of the zoning administrator. In 1952 the number of appeals was 45. Of the 31 appeals, 21 were granted, seven were denied, one was dismissed, and two were continued indefinitely.

Building Activity Still at a High Level

The number of building permits issued in 1953 was 257, 14 more than in 1952 and 43 more than in 1951. Of these, 160 were for new construction, 29 more than in 1952, and 97 were for alterations and repairs. The estimated total value of work represented by these permits was \$1,077,206, of which \$865,211 was for new construction and \$211,995 for alterations and repairs. A total of 80 single-family dwelling units was built.

Noteworthy construction projects authorized in 1953 and their estimated costs were as follows:

Rumford Press Warehouse	\$62,000
Rumford Press Office and Storage Building. . . .	32,463
Concord Police Boys' Club Gymnasium and Assembly Hall.	22,000
State of New Hampshire Fish and Game Department Warehouse.	23,000

Plumbing Permits Increase Over 1952

The total number of plumbing permits issued last year was 110, compared to 95 given in 1952. A total of 31 master plumbers and 20 journeymen were licensed during the year; in 1952, 33 masters and 20 journeymen were licensed.

Of the five applicants for new journeymen licenses, four failed the examination. Only one examination was given for a master's license, in which the applicant was successful.

FINANCIAL TABLES

COMBINED BALANCE SHEET

December

General Fund Assets

Cash:

First National Bank - General Account	\$430,175.43	
Imprest Funds	1,087.20	
Cash for Payment of Bonds & Coupons	<u>336.25</u>	\$431,598.88

Taxes Receivable:

Current Year Levy - Property	\$217,873.75	
Current Year Levy - Polls	<u>4,437.50</u>	
Total Current Year	\$222,311.25	
Less: Reserve for Abatements	<u>23,613.60</u>	\$198,697.65
Prior Year Levies - Property	\$6,043.15	
Prior Year Levies - Polls	<u>3,861.38</u>	
Total Prior Years	\$9,904.53	
Less: Reserves for Non-Realization	<u>9,904.53</u>	-0-
Taxes Bought by City - Unredeemed	\$24,130.55	
Less: Reserve for Non-Realization	<u>24,130.55</u>	-0- 198,697.65

Miscellaneous Accounts Receivable:

Water & Sewer Rentals	\$49,712.08	
Departmental Receivables	18,596.48	
Cemetery Receivables	<u>2,691.64</u>	\$71,000.20
Less: Reserves for Non-Realization		<u>16,000.00</u> 55,000.20

Stores Accounts:

Public Works Inventory	\$28,860.45	
Stationery & Supplies Inventory	1,989.96	
Postage Meter Inventory	<u>151.01</u>	\$31,001.42
Less: Reserves for Non-Realization		<u>31,001.42</u> -0-

Tax-Deeded Properties

Less: Reserves for Non-Realization	\$2,158.77	
	<u>2,158.77</u>	-0-

State Head Taxes Receivable:

Levy of 1953	\$15,967.70	
Levy of 1952	<u>3,525.00</u>	19,492.70

Total General Fund Assets \$704,789.43

Trust Fund Assets

National State Capital Bank Trust Fund Acct..	\$8,216.22	
Investments (See Schedule Page 47)	<u>599,005.15</u>	607,221.37

Capital Fund Assets (Municipal & School)

Bond Requirements - Future Years:

Municipal	\$969,000.00	
School	<u>188,000.00</u>	1,157,000.00

Bond Fund Assets

Cash - National State Capital Bank	\$125,980.01	
Cash - In Other Banks	50,000.00	
Investments	199,246.00	
Accounts Receivable	<u>2,314.00</u>	377,540.01
		<u>\$2,846,550.81</u>

GENERAL AND RELATED FUNDS

31, 1953

General Fund Liabilities and Surplus

Accounts Payable:

Unpresented Coupons	\$336.25	
Current Vouchers Payable	57,092.18	
Tax Refunds Payable	<u>61.00</u>	\$57,489.43

Unexpended Appropriations:

Union School District	\$401,325.00	
Penacook School District	27,213.66	
Interest School Bonds	<u>3,570.50</u>	432,109.16

Due to Other Funds:

Water Fund	\$36,608.16	
Sanitary Sewer Fund	47,353.82	
Parking Meter Fund	<u>44,672.24</u>	128,634.22

Advance Deposits:

Timber Yield Taxes	\$370.00	
Other Taxes	136.00	
Miscellaneous	<u>2,843.04</u>	3,349.04

Reserves:

For Encumbrances	\$1,285.51	
For Future Timber Yield Tax Loss	<u>6,166.32</u>	7,451.83

Taxes Due to State:

Head Tax Levy of 1953	\$21,224.49	
Special \$3.00 Poll Taxes	<u>1,869.60</u>	23,094.09

Total General Fund Liabilities \$652,127.77

Current Surplus 52,661.66

Total General Fund Liabilities & Surplus \$704,789.43

Trust Fund Liabilities

Principal	\$586,067.91	
Accumulated Income	<u>21,153.46</u>	607,221.37

Capital Fund Liabilities (Municipal & School)

Long Term Debt:

Bonded Debt (See Schedule Page 40)	\$1,137,000.00	
Long Term Notes (See Schedule Page 40)	<u>20,000.00</u>	1,157,000.00

Bond Fund Liabilities

Construction or Equipment Authorized	\$374,243.09	
Vouchers Payable	<u>3,296.92</u>	

377,540.01
\$2,846,550.81

GENERAL FUND

Statement of Current Surplus

For the Year Ended December 31, 1953

<u>Balance, January 1, 1953</u>		\$16,585.27
Deduct portion of Opening Balance used to reduce Tax Rate.		<u>16,585.27</u>
		-0-
<u>Add 1953 Budget Surplus:</u>		
Unencumbered Balances of Appropriations	\$29,912.86	
Excess of Actual over Estimated Revenues	<u>21,287.54</u>	\$51,200.40
<u>Add Prior Year Reserves Liquidated:</u>		
Bal. of Amt. Reserved from 1952 Budget for Legal Services.	\$293.70	
Excess reserves for Prior Year Taxes	19,077.93	
Excess reserves for Tax Deeded Property	706.19	
Excess reserves for Water Works Accounts Receivable	804.05	
Reserves for State Head Taxes	<u>2,872.89</u>	<u>23,754.76</u>
		\$74,955.16
<u>Deduct Portion used to Increase Reserves:</u>		
For Non-Realization of Unredeemed Taxes	\$5,756.46	
For Non-Realization of Stores Accounts	6,001.42	
For Non-Collection of Accounts Receivable	<u>10,535.62</u>	<u>22,293.50</u>
Balance December 31, 1953 Available for Reduction of 1954 Tax Rate		<u>\$52,661.66</u>

STATEMENT OF LONG TERM DEBT

December 31, 1953

	Date of Issue	Date of Maturity	Int. Rate	Balance Dec. 31, 1953	Paid in 1953	
					Principal	Interest
<u>Municipal:</u>						
Central Fire Station.	1934	1954	3 $\frac{1}{2}$	\$1,000.00	\$1,000.00	\$52.50
Sewers	1934	1954	3 $\frac{1}{2}$	1,000.00	1,000.00	52.50
Sewers	1934	1954	3	3,000.00	4,000.00	150.00
Storm Sewers	1937	1956	2 $\frac{1}{2}$	21,000.00	7,000.00	630.00
Airport	1942	1954	1 $\frac{1}{2}$	3,000.00	3,000.00	75.00
Signal System	1948	1958	1 $\frac{1}{2}$	115,000.00	23,000.00	1,581.25
Equip. & Improvements	1948	1953	1 $\frac{1}{2}$	-0-	40,000.00	250.00
Equip. & Improvements	1949	1958	1 $\frac{1}{2}$	125,000.00	25,000.00	2,062.50
* Equip. & Improvements	1953	1965	2	<u>700,000.00</u>	-0-	-0-
				\$969,000.00	\$104,000.00	\$4,853.75
<u>School:</u>						
High School	1925	1965	4 $\frac{1}{2}$	\$168,000.00	\$14,000.00	\$7,735.00
Dame School (Note) ..	1953	1954	1.89	<u>20,000.00</u>	-0-	-0-
				\$188,000.00	\$14,000.00	\$7,735.00
<u>Self-Liquidating:</u>						
Water Constr. & Land.	1949	1969	1 3/4	\$160,000.00	\$10,000.00	\$2,887.50
Parking Areas	1953	1963	1 $\frac{1}{2}$	<u>200,000.00</u>	-0-	1,500.00
				\$360,000.00	\$10,000.00	\$4,387.50

* Approx. \$187,200 to be paid from State Highway Grants

Analysis of Debt Maturities

Due in:	Municipal	School	Water	Parking Areas
1954	\$123,000.00	\$34,000.00	\$10,000.00	\$20,000.00
1955	115,000.00	14,000.00	10,000.00	20,000.00
1956	115,000.00	14,000.00	10,000.00	20,000.00
1957	108,000.00	14,000.00	10,000.00	20,000.00
1958	108,000.00	14,000.00	10,000.00	20,000.00
1959	60,000.00	14,000.00	10,000.00	20,000.00
1960	60,000.00	14,000.00	10,000.00	20,000.00
1961	60,000.00	14,000.00	10,000.00	20,000.00
1962	60,000.00	14,000.00	10,000.00	20,000.00
1963	60,000.00	14,000.00	10,000.00	20,000.00
Beyond 1963	<u>100,000.00</u>	<u>28,000.00</u>	<u>60,000.00</u>	-0-
	\$969,000.00	\$188,000.00	\$160,000.00	\$200,000.00

GENERAL FUND

Statement of Revenues

For the Year Ending December 31, 1953

	Budget Estimate	Revenues Realized	Excess	Deficiency
<u>Local Taxes:</u>				
Property Taxes (Current Yr. Levy) ..	\$2,285,936.73	\$2,287,758.86	\$1,820.13	
Poll Taxes (Current Yr. Levy)	22,000.00	21,562.00		\$438.00
National Bank Stock (Cur. Yr. Levy)	6,300.00	6,330.70	30.70	
Added Taxes, Prior Yrs.-Property ..		164.24	164.24	
Added Taxes, Prior Yrs.-Polls	300.00	314.00	14.00	
Interest, Penalties and Costs	9,000.00	8,613.33		386.67
Auto Permits	88,000.00	95,603.03	7,603.03	
Rent & Profit Tax-Deeded Property ..	100.00	310.90	210.90	
Timber Severance Tax	800.00	781.51		18.49
	<u>\$2,412,438.73</u>	<u>\$2,421,438.57</u>	<u>\$8,999.84</u>	
<u>State Tax Contributions:</u>				
Railroad Tax	\$12,000.00	\$12,904.67	\$904.67	
Savings Bank Tax	13,000.00	14,401.29	1,401.29	
Interest & Dividend Tax	75,000.00	76,220.87	1,220.87	
Loss of Taxes - State Forest	27.00			\$27.00
	<u>\$100,027.00</u>	<u>\$103,526.83</u>	<u>\$3,499.83</u>	
<u>Licenses & Permits:</u>				
Bicycle Registrations	\$550.00	\$511.50		\$38.50
Taxi Licenses	500.00	406.00		94.00
Health Licenses	380.00	404.00	\$24.00	
Amusement Licenses	3,400.00	2,822.50		577.50
Police & Protective Licenses	150.00	80.50		69.50
Professional and Occupational Lic..	35.00	119.50	84.50	
	<u>\$5,015.00</u>	<u>\$4,344.00</u>		<u>\$671.00</u>
<u>Registration Fees & Permits:</u>				
Marriage Licenses	\$1,000.00	\$1,047.00	\$47.00	
Recording Fees - Legal Documents ..	2,300.00	2,550.21	250.21	
Filing Fees	75.00	81.00	6.00	
Sundry Fees, City Clerk	450.00	535.20	85.20	
Dog Licenses	4,200.00	4,070.55		\$129.45
	<u>\$8,025.00</u>	<u>\$8,283.96</u>	<u>\$258.96</u>	
<u>Departmental Service Charges:</u>				
Rent of Buildings	\$1,600.00	\$1,357.45		\$242.55
Comfort Station Concession	200.00	113.00		87.00
Golf Fees	4,500.00	5,765.55	\$1,265.55	
Memorial Field, Royalties	550.00	480.61		69.39
" " , Concessions	225.00	112.00		113.00
Self-Supporting Activities	-0-	317.00	317.00	
Police Dept. - Ambulance Charges ..	1,000.00	992.00		8.00
Airport, Rent	8,000.00	8,207.30	207.30	
Airport, Concessions	50.00	60.63	10.63	
Fines & Forfeits	7,000.00	8,847.66	1,847.66	
Commission on Head Tax Collections.	-0-	5,832.68	5,832.68	
Misc. Dept. Service Charges	2,500.00	2,112.26		387.74
Weights & Measures, Fees	300.00	381.90	81.90	
	<u>\$25,925.00</u>	<u>\$34,580.04</u>	<u>\$8,655.04</u>	
<u>Unclassified:</u>				
Interest Income	-0-	\$666.67	\$666.67	
Sale of Property	\$400.00	485.00	85.00	
All Other	300.00	93.20		\$206.80
	<u>\$700.00</u>	<u>\$1,244.87</u>	<u>\$544.87</u>	
Total Revenues	<u>\$2,552,130.73</u>	<u>\$2,573,418.27</u>	<u>\$21,287.54</u>	

GENERAL FUND

Statement of Appropriations and Expenditures

For the Year Ending December 31, 1953

	Current Yr. Appropriation	Other Credits	Transfers	Total Available	Net Expenditures	Unexpended Balances
<u>General Government:</u>						
City Manager	\$16,360.00	\$360.00	\$16,720.00	\$16,703.39	\$16.61
City Clerk	9,893.00	9,893.00	9,582.98	310.02
City Auditor	12,265.00	12,265.00	12,240.96	24.04
City Treasurer	8,851.00	- 100.00	8,751.00	8,722.07	28.93
City Collector	13,680.00	1,690.00	15,370.00	15,162.66	207.34
Assessors	13,897.00	210.00	14,107.00	14,103.16	3.84
City Council	3,000.00	3,000.00	3,000.00	-0-
City Solicitor	3,250.00	(b) \$1,000.00	4,250.00	3,891.56	358.44
Elections	4,446.00	4,446.00	4,108.88	337.12
Municipal Court	4,800.00	870.00	5,670.00	5,668.09	1.91
Planning Board	10,035.00	10,035.00	9,843.92	191.08
Operation of City Hall	12,840.00	12,840.00	12,680.10	159.90
Independent Audit	1,200.00	1,200.00	944.61	255.39
Zoning Board of Adjustment	190.00	190.00	179.20	10.80
Reports & Printing	4,755.00	205.00	4,960.00	4,937.02	22.98
Repairs to City Buildings	4,200.00	- 105.00	4,095.00	2,818.37	1,276.63
Personnel & Purchasing	1,010.00	- 100.00	910.00	865.50	44.50
	\$124,672.00	\$1,000.00	\$3,030.00	\$128,702.00	\$125,452.47	\$3,249.53
<u>Protection of Persons and Property:</u>						
Police Department	\$164,254.00	\$164,254.00	\$162,775.69	\$1,478.31
Fire Department	194,750.00	194,750.00	188,994.98	5,755.02
Probation Officer	1,734.00	1,734.00	1,688.79	45.21
Civilian Defense	450.00	450.00	309.80	140.20
Engineering Inspection	5,375.00	\$13.00	5,388.00	5,387.07	.93
	\$366,563.00	\$13.00	\$366,576.00	\$359,156.33	\$7,419.67

Health:

Health Department	\$4,451.00	- \$85.00	\$4,366.00	\$4,347.88	\$18.12
Sanitary Inspection	4,890.00	4,890.00	4,822.25	67.75
Concord District Nursing	3,820.00	3,820.00	3,820.00	-0-
Penacook District Nursing	200.00	200.00	200.00	-0-
Concord Hospital	35,000.00	35,000.00	35,000.00	-0-
	\$48,361.00	- \$85.00	\$48,276.00	\$48,190.13	\$85.87

Sanitation and Waste Removal:

Comfort Station	\$4,840.00	\$85.00	\$4,925.00	\$4,869.33	\$55.67
Refuse Collection and Disposal	68,800.00	9,200.00	78,000.00	77,980.78	19.22
Table Garbage Removal	8,000.00	8,000.00	8,000.00	-0-
Street Cleaning	40,850.00	4,300.00	45,150.00	45,132.00	18.00
	\$122,490.00	\$13,585.00	\$136,075.00	\$135,982.11	\$92.89

Public Service Enterprises:

Cemetery Administration	\$8,627.00	\$8,627.00	\$8,615.82	\$11.18
Cemetery Maintenance	16,600.00	(a) \$25,000.00	\$5,400.00	47,000.00	46,961.84	18.16
Airport	9,862.00	- 360.00	9,502.00	9,223.47	278.53
	\$35,089.00	\$25,000.00	\$5,040.00	\$65,129.00	\$64,821.13	\$307.87

Highways and Sidewalks:

Highway Maintenance	\$147,150.00	\$22,500.00	\$169,650.00	\$169,628.44	\$21.56
Snow Removal & Sanding	95,010.00	- 42,420.00	52,590.00	52,578.90	13.10
Sidewalk Maintenance	1,960.00	1,250.00	3,210.00	3,168.16	41.84
Storm Sewers	4,150.00	- 2,460.00	1,690.00	1,663.67	26.33
Street Lighting	52,000.00	- 150.00	51,850.00	51,849.70	.30
Engineering	22,050.00	- 153.00	21,897.00	21,746.52	150.41
	\$322,320.00	- \$21,433.00	\$300,887.00	\$300,633.46	\$253.54

Public Library:

.....	\$52,456.00	(a) \$22,350.00	\$74,806.00	\$74,130.21	\$675.79
	(b) 200.00	200.00	112.52	87.48
	\$52,456.00	\$22,550.00	\$75,006.00	\$74,242.73	\$763.27#

Statement of Appropriations and Expenditures - Continued

	Current Yr. Appropriation	Other Credits	Transfers	Total Available	Net Expenditures	Unexpended Balances
<u>Charities:</u>						
Administration - Concord	\$7,430.00	\$96.00	\$7,526.00	\$7,451.27	\$74.73
Administration - Penacook	1,330.00	1,330.00	1,317.98	12.02
General Relief	9,500.00	- 96.00	9,404.00	8,753.99	650.01
Boarding Home Care - Adults	7,000.00	- 1,000.00	6,000.00	4,877.66	1,122.34
Boarding Home Care - Children	5,000.00	1,340.00	6,340.00	5,761.67	578.33
Hospital & Medical Care	15,000.00	- 3,320.00	11,680.00	4,810.17	6,869.83
Old Age Assistance	48,000.00	2,725.00	50,725.00	48,772.81	1,952.19
Aid to Dependent Soldiers	9,000.00	- 300.00	8,700.00	7,645.27	1,054.73
Aid to Permanently & Totally Disabled	1,500.00	555.00	2,055.00	2,034.77	.23
Family Service Bureau	350.00	350.00	350.00	-0-
	<u>\$104,110.00</u>	<u>\$104,110.00</u>	<u>\$91,795.59</u>	<u>\$12,314.41</u>

Recreation:

Administration	\$8,603.00	\$40.00	\$8,643.00	\$8,492.15	\$150.85
Playground Activities	10,605.00	405.00	11,010.00	10,974.61	35.39
Indoor Centers Activities	4,762.00	- 2,865.00	1,897.00	1,469.16	427.84
Special Activities	4,237.00	- 849.00	3,388.00	3,325.18	62.82
Golf Course Activities	2,131.00	- 20.00	2,111.00	2,075.58	35.42
Park Maintenance	18,919.00	- 390.00	18,529.00	18,385.10	143.90
Playground Maintenance	6,330.00	- 2,962.50	3,367.50	3,314.02	53.48
Golf Course Maintenance	5,179.00	70.00	5,249.00	5,223.52	25.48
Other Facilities Maintenance	3,678.00	1,750.00	5,428.00	5,376.37	51.63
General Maintenance	4,068.00	2,977.50	7,045.50	6,992.82	52.68
	<u>\$68,512.00</u>	- \$1,844.00	<u>\$66,668.00</u>	<u>\$65,628.51</u>	<u>\$1,039.49</u>

Unclassified:

Patriotic Celebrations	\$970.00	\$970.00	\$970.00	-0-
Employees Retirement Contribution	29,400.00	29,400.00	28,423.33	\$976.67
New England Council	60.00	60.00	60.00	-0-
Interest - Temporary Loans	5,500.00	\$260.00	5,760.00	5,759.01	.99
Care of Clock - Penacook	120.00	120.00	120.00	-0-
Christmas Decorations	300.00	200.00	500.00	486.86	1.14
	<u>\$36,350.00</u>	- \$460.00	<u>\$36,810.00</u>	<u>\$35,831.20</u>	<u>\$978.80</u>

Debt Service:

Payment of Bonds	\$104,000.00	\$104,000.00	\$104,000.00	-0-
Interest on Bonds	8,854.00	8,854.00	4,853.75	\$3,740.25
	<u>\$112,854.00</u>	<u>\$112,854.00</u>	<u>\$108,853.75</u>	<u>\$3,740.25</u>

Capital Budget:

T.R.A. Apportionment A	\$2,742.00	\$2,742.00	\$2,741.42	.58
Storm Sewer Construction	-0-	1,350.00	1,324.73	25.27
Sidewalk Construction	2,875.00	1,983.81	1,937.68	46.13
Cemetery Construction	-0-	1,158.00	1,158.00	-0-
Police Department Equipment	2,940.00	2,940.00	2,937.50	2.50
Manager's Equipment	1,350.00	- 25.00	1,294.85	30.15
Public Works Equipment	10,860.00	9,722.45	\$1,137.55*
Recreation Equipment	250.00	1,844.00	2,093.90	4.20
Finance Dept. Equipment	957.00	25.00	977.80	4.20
	<u>\$21,974.00</u>	<u>\$1,966.81</u>	<u>\$24,188.33</u>	<u>\$1,246.48</u>
Total Municipal	\$1,415,751.00	\$50,516.81	\$1,434,775.74	\$31,492.07

Payments to Other Governmental Units:

County Tax	\$135,988.34	\$135,988.34	\$135,988.34	-0-
Union School District - Operating	903,325.00	(b) \$438,838.00	1,342,163.00	940,838.00	\$401,325.00
Union School District - Bonds and Notes	14,000.00	14,000.00	14,000.00	-0-
Union School District - Interest on Bonds & Notes	7,438.00	(b) 3,867.50	11,305.50	7,735.00	3,570.50
Penacook School District	92,213.66	(b) 42,131.40	134,345.06	107,131.40	27,213.66
	<u>\$1,152,965.00</u>	<u>\$484,836.90</u>	<u>\$1,637,801.90</u>	<u>\$1,205,692.74</u>	<u>\$432,109.16</u>
Grand Total	\$2,568,716.00	\$535,353.71	\$2,640,468.48	\$463,601.23

(a) Expendable Income	\$49,316.81
(b) Brought forward from 1952	486,036.90
	<u>\$535,353.71</u>
* Portion carried to 1954 (For Encumb.)...	\$898.03
# Portion carried to 1954 (For Encumb.)...	387.48
@ Balance carried to 1954	432,109.16
Total carried to 1954	<u>\$433,394.67</u>
Lapsed to Surplus	
from 1953 Budget	\$29,912.86
from 1952 Budget	<u>293.70</u>

30,206.56
\$463,601.23

STATEMENT OF ASSESSMENTS FOR 1953

Summary of Valuations and Taxes to be Raised

Warrant For	Net Assessable Valuation			Amount to be Raised	Rate per \$1,000
	City	Penacook	Total		
Municipal Purposes	\$44,560,162.00	\$3,268,550.00	\$47,828,712.00	\$1,162,004.23	City Penacook
Union School District	44,569,562.00	44,569,562.00	924,763.00	\$24.30
Penacook School District	3,269,050.00	3,269,050.00	92,213.66	20.75
County Purposes	44,575,912.00	3,268,550.00	47,844,462.00	133,988.34	28.21
Total	2,85	2.85
				\$2,314,969.23	\$55.36

Computation of Property Tax Requirement for Municipal Purposes			
Budget:			
Operating	\$1,280,923.00		
Debt Service	112,854.00		
Capital Outlay	21,974.00		
			\$1,415,751.00
Deductions:			
Surplus from Prior Years	\$16,585.27		
Misc. Revenues (Est.) ..	237,892.00		
Poll Tax Warrant	22,954.00		
Bank Stock Warrant	6,315.50		
			283,746.77
Net Budget Requirement			\$1,132,004.23
Add Reserve for Abatements			30,000.00
To be Raised on Real & Personal Property			\$1,162,004.23

Summary of Warrants Submitted to Collector

City, School & County:	Original		Total
	Real & Personal Property	Supplemental	
Real & Personal Property	\$2,314,662.54	\$786.19	\$2,315,448.73
National Bank Stock	6,315.50	15.20	6,330.70
Timber Yield	3,110.39	520.52	3,630.91
Polls, 11,477 @ \$2.00	22,954.00	608.00	23,562.00
Total Current Year Levies	\$2,347,042.43	\$1,929.91	\$2,348,972.34
Property - Prior Years	164.24	164.24
Polls - Prior Years	314.00	314.00
Total City, School, & County	\$2,347,042.43	\$2,408.15	\$2,349,450.58
State Head Taxes:			
Current Year Levy	72,930.00	1,886.00	74,816.00
Prior Year Levy	1,045.00	1,045.00
			\$75,861.00

TRUST FUNDS

Statement of Changes in Balance for the Year Ended December 31, 1953

	Principal Account	Cemetery Funds	Library Funds	Other Funds	Total
Balance January 1, 1953					\$574,867.04
New Trusts Received		\$421,859.64	\$129,654.22	\$23,353.18	9,190.50
Capital Gains		8,940.50		250.00	853.67
One-Third of Sale of Cemetery Lots		1,156.70			1,156.70
Balance of Principal December 31, 1953		<u>\$432,810.51</u>	<u>\$129,654.22</u>	<u>\$23,603.18</u>	<u>\$586,067.91</u>
Income Account					
Balance January 1, 1953		\$16,360.36	\$4,415.36	\$2,039.01	\$22,814.73
Interest & Dividends 1953		13,414.17	3,741.73	741.05	17,896.95
Two-Thirds of Sale of Cemetery Lots		2,313.30			2,313.30
Income from Trusts where Principal held by Others					
Total Available		<u>\$32,087.83</u>	<u>13,557.31</u>		<u>13,557.31</u>
Payment to City Cemeteries		\$14,823.10	\$21,714.40	\$2,780.06	\$36,582.29
Payment to City Library					\$14,823.10
Payments to Others:			\$19,577.01		19,577.01
Female Charitable Society					
Catholic Cemeteries				60.46	60.46
Schools				640.73	640.73
City Parks				30.00	30.00
Total Payments		<u>\$14,823.10</u>	<u>\$19,577.01</u>	<u>297.53</u>	<u>297.53</u>
Balance of Accumulated Income on Hand December 31, 1953		<u>\$17,264.73</u>	<u>\$2,137.39</u>	<u>\$1,028.72</u>	<u>\$35,428.83</u>
Combined Balances of Principal and Income December 31, 1953		<u>\$450,075.24</u>	<u>\$131,791.61</u>	<u>\$25,354.52</u>	<u>\$607,221.37</u>

SCHEDULE OF INVESTMENTS -- ALL FUNDS

	Investment	Trust Funds	Parking Meter Fund	Sanitary Sewer Fund	Water Fund	Bond Funds Water	Bond Funds General
Savings Banks:							
Loan and Trust Savings Bank		\$75,228.89	\$9,435.96		\$9,415.81	\$12,000.00	
Merrimack County Savings Bank		78,640.41		13,720.49	3,484.68		
New Hampshire Savings Bank		81,936.17	18,871.46	13,726.50	13,512.85	23,000.00	
Union Trust Co.			9,435.72	7,523.66	6,800.93	12,000.00	
U. S. Government Securities:							
U. S. Treasury - Series "G" Bonds		161,700.00					\$199,246.00
U. S. Treasury Bills							
Stocks:							
Mutual Investment Funds		108,438.16					
Public Utilities		2,220.00					
Banks and Insurance		14,104.48					
		<u>\$599,005.15</u>	<u>\$17,743.14</u>	<u>\$48,568.87</u>	<u>\$33,214.27</u>	<u>\$47,000.00</u>	<u>\$199,246.00</u>

TAX ACCOUNTS

Year Ending December 31, 1953

Statement of Taxes Receivable

	1953 Levy	Prior Years	State Head Taxes
Balance, January 1, 1953		\$292,298.15	\$21,499.31
Taxes Committed to Collector in 1953 (Incl. Supplemental):			
Real Estate & Personal Property	\$2,315,448.73	164.24	
National Bank Stock Tax	6,330.70		
Timber Severance Tax	3,630.91		
Poll Taxes	23,562.00	314.00	
Head Taxes - 1951, 1952, and 1953			75,855.00
Total Charges to Collector	<u>\$2,348,972.34</u>	<u>\$292,776.39</u>	<u>\$97,354.31</u>
Accounted for as follows:			
Collections to Treasurer (Net of Refunds).	\$2,120,584.82	\$271,523.08	\$70,562.80
Authorized Abatements	6,076.27	11,348.78	7,298.81
Balance Uncollected December 31, 1953	<u>222,311.25</u>	<u># 9,904.53</u>	<u>19,492.70</u>
	<u>\$2,348,972.34</u>	<u>\$292,776.39</u>	<u>\$97,354.31</u>
* Taken as Current Revenue	\$2,316,433.07		
Reserve for Abatements & Adjustments	<u>32,539.27</u>		
	\$2,348,972.34		

Age Analysis of Uncollected Taxes of Prior Years

	Property Taxes	Poll Taxes	Total
1952	\$3,533.63	\$1,185.20	\$4,718.83
1951	1,102.82	252.40	1,355.22
1950	763.71	354.00	1,117.71
1949	318.08	298.90	616.98
1948	213.32	258.08	471.40
1947	41.47	240.20	281.67
1946	45.65	234.70	280.35
1945	10.10	600.50	610.60
1944		333.00	333.00
1943		36.00	36.00
1942	14.37	31.40	45.77
1941		21.00	21.00
1940		8.00	8.00
1939		8.00	8.00
	<u>\$6,043.15</u>	<u>\$3,861.38</u>	<u>\$9,904.53</u>

Statement of Tax Sale Accounts

Balances Unredeemed January 1, 1953:

Levy of 1948	\$81.92	
Levy of 1949	1,966.94	
Levy of 1950	5,335.36	
Levy of 1951	<u>11,107.30</u>	\$18,491.52
Levy of 1952 (Tax Sale of 1953)		<u>32,627.74</u>
		<u>\$51,119.26</u>

Accounted for as follows:

Collections to Treasurer	\$26,649.91	
Authorized Abatements	132.28	
Deeded to City	<u>206.52</u>	
Total Credits		\$26,988.71
Balance Unredeemed December 31, 1953 ...		<u>24,130.55</u>
		<u>\$51,119.26</u>

SANITARY SEWER FUND

Balance Sheet - December 31, 1953

Assets

Fixed Assets:

Land & Rights of Way	\$199.97	
Sewer Mains	937,975.26	
Manholes	104,368.32	
Customer Connections	142,465.11	
Sundry Equipment	1,745.11	
	<u>\$1,186,753.77</u>	
Less: Reserve for Depreciation	<u>614,756.14</u>	

\$571,997.63

Prepaid Engineering Expenses

7,772.33

Current Assets:

Due from General Fund	\$47,353.82	
Investments (See Schedule Page 47)	<u>48,568.97</u>	95,922.69
Total Assets		<u>\$675,692.65</u>

Liabilities and Funds

Fund Balance and Surplus:

Municipal Investment	\$481,337.71
Contributions in Aid of Construction	153,838.13

Earned Surplus:

Balance - January 1, 1953	\$32,129.19	
Net Profit - for Year 1953	<u>8,387.62</u>	
Total Surplus Balance		\$40,516.81
Total Fund Balance and Surplus ..		<u>\$675,692.65</u>

Statement of Operations

Fiscal Year Ended December 31, 1953

Operating Revenues

Sewer Rents:

General	\$24,706.38	
Industrial	<u>7,442.45</u>	\$32,148.83

Operating Expenses

General Operation:

Main & Manhole Oper. Labor & Expense	\$4,729.66	
House Connection Oper. Labor & Expense	1,630.32	
Maintenance of Sewer Mains	1,026.75	
Maintenance of Manholes	234.96	
Miscellaneous General Expense	<u>76.46</u>	\$7,698.15

Customers' Expense:

Meter Reading and Billing	1,607.43	
---------------------------------	----------	--

Administration:

Employees' Retirement Fund	993.79	
----------------------------------	--------	--

Depreciation	<u>14,883.80</u>	
--------------------	------------------	--

Total Operating Expenses		\$25,183.17
Operating Income		<u>\$6,965.66</u>

Non-Operating Income:

Interest on Investments		1,421.96
Net Profit for the Year		<u>\$8,387.62</u>

WATER FUND

Balance Sheet

December 31, 1953

Assets

Fixed Assets, Net of Accrued Depreciation:

Water and Flowage Rights.....	\$167,663.11	
Land	172,859.96	
Structures	289,838.52	
Pumping and Purification Equipment	50,899.11	
Distrib. Mains, Services, Hydrants & Meters.	764,224.88	
Other Equipment & Garage Equipment	26,635.21	
Unfinished Construction	<u>167.38</u>	
Total Fixed Assets		\$1,472,288.17

Bond Fund Assets:

Cash - First National Bank	\$922.52	
Investments (See Schedule Page 47).....	47,000.00	
Materials & Supplies Inventory	<u>25,653.32</u>	
Total Bond Fund Assets		\$73,575.84

Current Assets:

Due from General Fund	\$36,608.16	
Investments (See Schedule Page 47)	33,214.27	
Materials & Supplies Inventory	88,738.81	
Contracts Receivable	<u>317.44</u>	
Total Current Assets		<u>\$158,878.68</u>

Total Assets \$1,704,742.69

Liabilities and Funds

Capital Liabilities:

Bonded Debt	\$160,000.00
-------------------	--------------

Fund Balance and Surplus:

Municipal Investment	\$963,194.74	
Contributions in Aid of Construction	73,353.40	
Surplus - Balance January 1, 1953	\$493,142.55	
Net Profit for the Year 1953	<u>15,052.00</u>	
Total Fund Balance and Surplus	<u>508,194.55</u>	
		<u>\$1,544,742.69</u>

Total Liabilities, Surplus & Funds \$1,704,742.69

BOND FUND - WATER - ISSUE OF 1949

Disposition of Proceeds

Amount of Issue	\$200,000.00	
Premium	<u>2,364.00</u>	
Total Available		\$203,364.00

Expenditures:

During 1953	\$1,867.75	
During Prior Years	<u>153,573.73</u>	
Total Expenditures to Date		<u>\$155,441.48</u>

Unexpended Balance December 31, 1953 \$47,922.52

Analysis of Above Expenditures

	1953	Prior Yrs.	Total
Penacook Pumping Station		\$8,067.01	\$8,067.01
Purchase of Land	\$195.43	40,190.38	40,385.81
24" Main from Penacook Lake	1,672.32	104,761.59	106,433.91
Cost of Issuing Bonds		<u>554.75</u>	<u>554.75</u>
	<u>\$1,867.75</u>	<u>\$153,573.73</u>	<u>\$155,441.48</u>

WATER FUND

Statement of Operations

Fiscal Year Ending December 31, 1953

Operating Revenues

Commercial Sales - Flat Rate	\$3,146.56	
Commercial Sales - Metered	139,093.15	
Industrial Sales - Metered	33,964.72	
Sales to Other Water Utilities	237.30	
Miscellaneous Water Revenues	<u>219.00</u>	
Total Operating Revenues		\$176,660.73

Operating Expenses

Water Supply:

Source of Supply Labor	\$3,789.66	
Pumping Station Labor	15,007.43	
Purification Labor	1,694.87	
Miscellaneous Labor	1,958.88	
Gravity System Supplies & Expenses	155.94	
Pumping Station Supplies & Expenses	2,059.88	
Purification System Supplies & Expenses	1,828.45	
Power Purchased	9,952.97	
Repairs to Pumping Sta. Structures & Equipment	1,239.83	
Repairs to Purification Structures & Equipment	<u>48.06</u>	
		\$37,735.97

Distribution:

Distribution Labor	\$25,451.62	
Meter Department Labor	3,755.03	
Other Distribution Supplies & Expenses	1,144.94	
Repairs to Distribution Structures	253.03	
Repairs to Mains	7,752.49	
Repairs to Services	2,742.77	
Repairs to Hydrants	5,163.53	
Repairs to Meters	<u>3,311.06</u>	
		49,574.47

Administration:

Commercial Office Salaries	\$1,916.13	
Meter Reading Salaries	4,870.04	
Commercial Supplies & Expenses	374.21	
Salaries of General Officers	5,810.00	
Salaries of General Office Clerks	3,110.00	
General Office Expenses	296.60	
Repairs to General Office Structures & Equip..	175.10	
Other General Expenses	156.83	
Insurance	3,047.03	
Stationery and Printing	9.14	
Longevity, Annual and Sick Leaves	8,193.53	
Retirement Fund Payments	7,105.06	
Stores Department and Shop Expenses	872.45	
Garage Expenses	<u>3,412.42</u>	
		39,348.54

Fixed Charges:

Depreciation	\$36,400.25	
Taxes	44.04	
Interest	<u>2,887.50</u>	
		39,331.79

Total Operating Expenses	165,990.77
Operating Income	\$10,669.96

Non-Operating Income:

Gain on Sale of Depreciated Assets	\$1,322.57	
Interest on Investments	2,025.15	
Other Interest Income	10.56	
Miscellaneous	<u>1,023.76</u>	
Total Non-Operating Income		4,382.04

Net Profit for the Year	<u>\$15,052.00</u>
-------------------------------	--------------------

PARKING METER FUND

Balance Sheet

December 31, 1953

Assets:

Due from General Fund	\$44,672.24	
Investments (See Schedule Page 47)	37,743.14	
Bond Requirements	<u>200,000.00</u>	
		<u>\$282,415.38</u>

Liabilities:

Reserve for Encumbrances	\$52,988.88	
Bonded Debt	200,000.00	
Unappropriated Surplus	<u>29,426.50</u>	
		<u>\$282,415.38</u>

Statement of Revenues & Expenditures

For the Year Ending December 31, 1953

Cash Balance January 1, 1953 \$101,567.40

Revenues:

Meter Collections - Street Parking	\$48,516.33	
Meter Collections - Off-Street Parking	2,756.86	
Interest on Investments	<u>835.01</u>	<u>52,108.20</u>
Total Available		\$153,675.60

Expenditures:

<u>Salaries:</u>		
Meter Repairs	\$627.03	
Collections	515.21	
Enforcement	13,047.54	
Marking Streets	241.71	
Accounting	<u>47.85</u>	<u>\$14,479.34</u>
<u>Supplies:</u>		
Meter Repair Parts	\$36.40	
Other Meter Supplies	305.38	
Enforcement	271.35	
Marking Streets	859.37	
Accounting	<u>10.19</u>	<u>1,482.69</u>
Retirement Contributions.....		768.00
Taxes, Insurance, Etc.		868.67
Lighting		556.73
Parking Area Maintenance		789.51
Meter Maintenance - Overhauling		1,481.25
Debt Service		1,500.00
<u>Capital Outlay:</u>		
Sorting & Counting Machine	\$624.91	
Purchase & Construction of Parking Areas.	<u>48,709.12</u>	<u>49,334.03</u>
* Total Expenditures		<u>71,260.22</u>

Cash Balance December 31, 1953 \$82,415.38
 Less Reserve for Encumbrances 52,988.88
Unappropriated Surplus December 31, 1953 \$29,426.50

* Street Parking \$18,496.53
 Off-Street Parking 52,763.69
 \$71,260.22

BOND FUND, PARKING AREAS - ISSUE OF 1953

Disposition of Proceeds

For the Year Ending December 31, 1953

Amount of Bond Issue	\$200,000.00	
Premium on Sale of Bonds	<u>672.33</u>	
Total Available		\$200,672.33
Expended:		
No. State Street Lot	\$112,367.06	
Freight Street Lot	<u>88,305.27</u>	<u>200,672.33</u>
Unexpended Balance December 31, 1953		<u>-0-</u>

Combined Statement of Expenditures for Parking Areas

	Expended 1953		Expended	Total
	from	from	1952 from	Expended
	Bond Fund	Current Funds	Cur. Funds	
No. State Street Lot	\$112,367.06	\$28,094.79	\$57.50	\$140,519.35
Freight Street Lot	88,305.27	12,246.07	57.50	100,608.84
Low Avenue Lot		6,948.40		6,948.40
Ford Avenue Lot		<u>1,419.86</u>	<u>6,280.82</u>	<u>7,700.68</u>
	<u>\$200,672.33</u>	<u>*\$48,709.12</u>	<u>\$6,395.82</u>	<u>\$255,777.27</u>

* See Statement of Expenditures on Opposite Page

BOND FUND, GENERAL - ISSUE OF 1953

Disposition of Proceeds

For the Year Ending December 31, 1953

Amount of Issue	\$700,000.00	
Premium on Sale of Bonds	1,664.38	
State Highway Grants	<u>57,072.50</u>	
Total Available		\$758,736.88

Expenditures:

Highway Construction		
West Concord	\$15,080.00	
Boudreau Square	20,234.00	
Main Street	179,939.47	
Concord - Boscawen Bridge	21,549.00	
West Concord - Penacook Road	<u>2,800.27</u>	<u>\$239,602.74</u>
Storm Sewer Construction		
Concord Heights	\$3,280.80	
West End Area	860.00	
Mooreland Avenue	<u>7,038.30</u>	<u>11,179.10</u>
World War II Memorial		7,434.24
Public Works - Building Modifications		<u>3,941.36</u>
Recreational Facilities		
White Park	\$7,337.93	
Rolfe Park	17,989.24	
Garrison Park	5,616.41	
Rollins Park	6,122.70	
Golf Course (Purchase)	<u>6,000.00</u>	<u>43,066.28</u>
New Equipment		
Finance Department	\$3,060.12	
Public Works Department	59,211.55	
Recreation Department	<u>15,253.10</u>	<u>77,524.77</u>
Cost of Issuing Bonds		<u>1,745.30</u>

Total Expenditures		<u>384,493.79</u>
Balance December 31, 1953		<u>\$374,243.09</u>

CIVIC CALENDAR - 1954

Water and Sewer Rental Bills Payable Jan. 1 - 31
Passage of Municipal Budget On or before Jan. 27
Plumber's License Renewal Period March - April 1

Mailing of Property Inventory Forms On or before Mar. 20
Census of Polls by Police Dept. March 22 - April
Dog Licenses Renewed April 1
Assessment Date--Property, Poll, & Head Taxes April 1

Junk Dealers' Licenses Renewed On or before April 1
Return of Property Inventory Forms April 1 - 15
Veteran's Application for War Service Exemption April 1 - 15

Exemption Claim for the Blind April 1 - 15
Water and Sewer Rental Bills Payable April 1 - 30
Convalescent Homes' License Renewal Period April 1 - 30

Bicycle Licenses Renewed April 3
Notice Posted of Tax Collector's Sale of Real Estate ... April 15
Pool, Billiard Table, Bowling and Ball Alleys,
and Music Machine Licenses Renewed On or before May 1

Milk Licenses Renewed May 1 - 31
Tax Collector's Sale (Interest Rate Increases After
This Date From Six to Eight Per Cent) May 20

Poll and Head Tax Warrants Submitted to Tax Collector...By June 1
Prop. Tax Warrant Submitted to Tax Coll. On or before July 1
Water and Sewer Rental Bills Payable July 1 - 31

Poll Tax Becomes Delinquent (20 Cent Cost to
be Added as of This Date) Sept. 16
Taxicab Licenses Renewed On or before Oct. 1
Water and Sewer Rental Bills Payable Oct. 1 - 31

Head Tax and Property Tax Become Delinquent
(50 Cent Penalty Added to Head Tax and Six
Per Cent Interest to Property Tax as of This Date)..... Dec. 2
City Council Meetings 7:00 P.M., 2nd Mon. each month

Planning Board Meetings 7:30 P.M., 1st Tues. each month
Library Board Meetings 7:30 P.M., 4th Mon. each month
Personnel Advisory Board Meetings at request of City Manager
or on call of any member

Trustees of Trust Fund Meetings upon call of City Treasurer
Board of Assessors upon call of full-time Assessor
Board of Building Appeal upon call of Building Inspector

Board of Health upon call of Chairman
Zoning Board of Adjustment upon call of Chairman
Board of Plumbing Examiners upon call of Plumbing Inspector

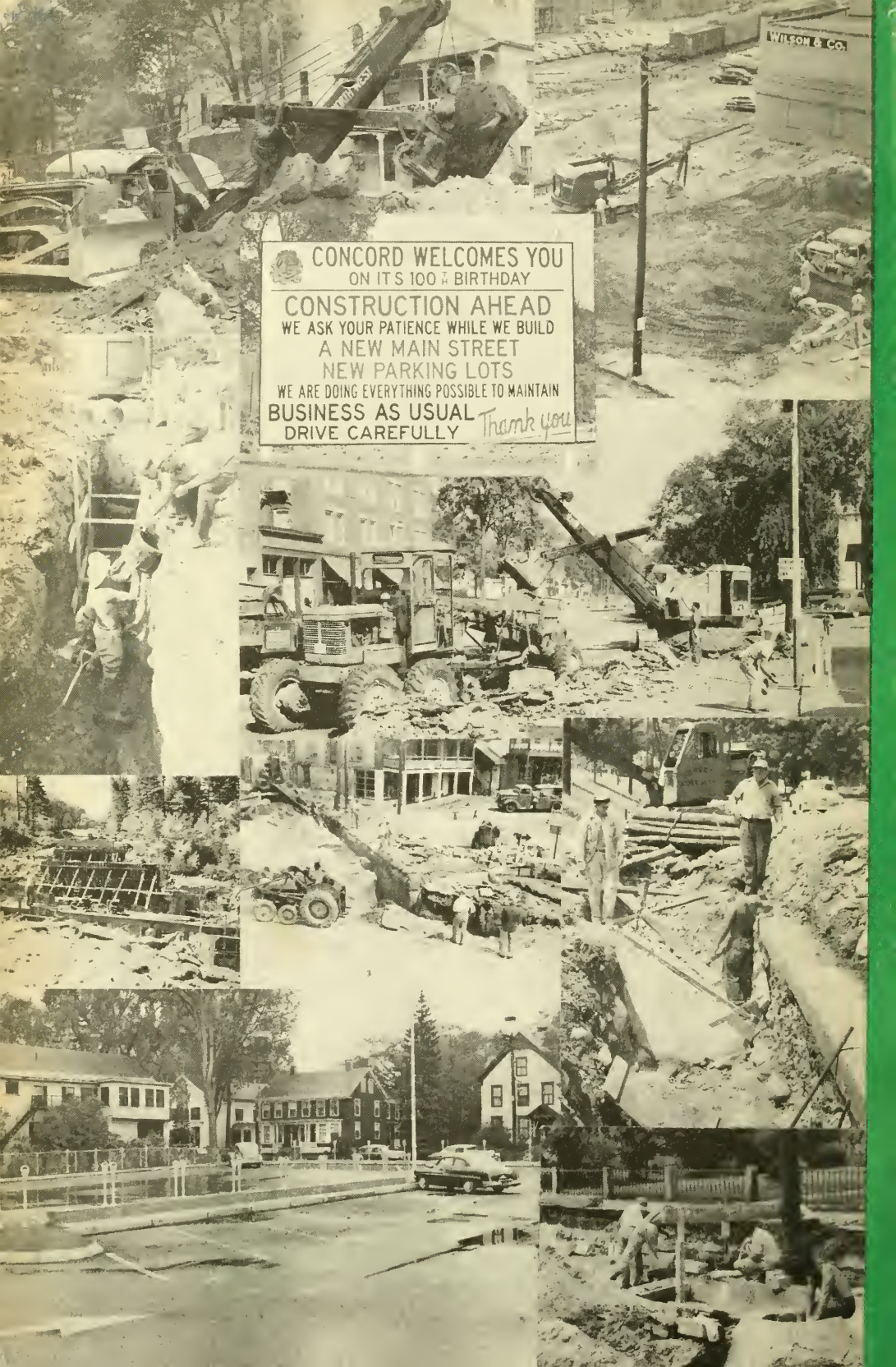
Board of Revision of Special Assessments .. upon call of Chairman
Recreation Advisory Council upon call of Chairman

INDEX

	<u>Page</u>		<u>Page</u>
New Hampshire Trails	2	Recreation & Parks Department.	20
Your City Officials - 1953.	4	Welfare Department	23
Manager's Letter	6	Civil Defense	24
City Council	7	Municipal Court	25
City Clerk	8	Library	26
Planning Department	10	Police Department	28
Assessing Department	12	Fire Department	30
Finance Department	14	Water Department	32
Health Department	16	Public Works & Eng. Depts. ...	34
Legal Department	18	Zoning, Building, Plumbing ...	37
Municipal Airport	19	Civic Calendar - 1954	54

Financial Tables

Combined Balance Sheet - General and Related Funds	38
General Fund - Statement of Current Surplus	40
Statement of Long Term Debt	40
General Fund - Statement of Revenues	41
General Fund - Statement of Appropriations and Expenditures ...	42
Statement of Assessments for 1953	46
Trust Funds - Statement of Changes in Balances	47
Schedule of Investments - All Funds	47
Tax Accounts	48
Sanitary Sewer Fund	49
Water Fund	50
Parking Meter Fund	52
Bond Fund - Parking Areas	53
Bond Fund - General	53



CONCORD WELCOMES YOU
ON ITS 100th BIRTHDAY
CONSTRUCTION AHEAD
WE ASK YOUR PATIENCE WHILE WE BUILD
A NEW MAIN STREET
NEW PARKING LOTS
WE ARE DOING EVERYTHING POSSIBLE TO MAINTAIN
BUSINESS AS USUAL
DRIVE CAREFULLY *Thank you*

WILSON & CO.